

# PRINTERS' INK

Registered U. S. Patent Office  
A JOURNAL FOR ADVERTISERS  
185 Madison Avenue, New York City



VOL. CXXV, No. 8 NEW YORK, NOVEMBER 22, 1923

10c A COPY



B. A. I. S.  
1919 with  
N. W. Ayer  
& Son

*"Of all books the least  
wearisome to read"*

THUS did Stevenson comment on the atlases he planned to have in the library of his Ideal House. Maps fascinated Stevenson. He read them by the hour, their symbols and colors whisking him away to far lands and new cities. He wrote "Treasure Island" around a map which he drew for himself.

In the advertising of our client RAND McNALLY & COMPANY, of Chicago, it is our purpose to awaken in all men's minds something of the value and inspiration that Stevenson found in maps.

It is a big task, but a stimulating one—this selling of the "Earth and everything that's in it." It means that people in general shall read newspaper or book with map propped at elbow, that business men shall clarify the decisions of buying and selling with the light of an atlas. It means more intelligent reading and straighter thinking for all who heed its message.

And larger selling for RAND McNALLY & COMPANY!

**N. W. AYER & SON**  
ADVERTISING HEADQUARTERS

NEW YORK  
BOSTON

PHILADELPHIA

CLEVELAND  
CHICAGO

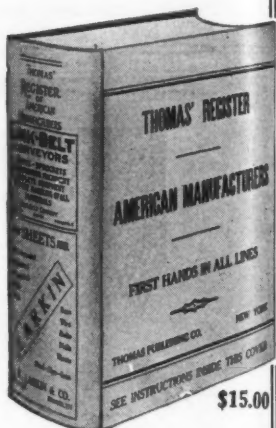


A multitude of Registers, Catalogues and other Buyers' Guides, of free distribution, depending solely upon advertising for support and abridged accordingly.

Just one publication in the Buyers Reference Class, now a member of the A.B.C.



The only one with "Paid Circulation." It is 97% Paid.



#### SUPERIOR

Many exclusive Features

2,000 ADVERTISERS

#### UNABRIDGED

4,300 pages 9 x 12

Many important concerns believe that the best, while never free, is usually the cheapest. More than 25,000\* of this class have bought Thomas' Register, because they prefer it to all others.

Obviously this clientele is reached by Thomas' Register exclusively.

\*Not all one Edition. Some use the same Edition for two or more years. Exact quantity and quality of circulation of each edition is shown by A. B. C. reports, sent upon request.

## THOMAS PUBLISHING COMPANY

NEW YORK

SAN FRANCISCO

BOSTON

CHICAGO  
TORONTO

Issued w  
Publishers  
June 29,

Vol. CX

Wh

Teste

SOME sales invitation had been another Although tured in ing was city was ing place

On the of the showed had recei the home look to sand cas quota set on your The sa sober, and secur sented a over the he said i have bee Sam Hill here it is some goo telegraph most dou in sight months o On the went to where the ing place. and the was in the after the t day was sp and means

# PRINTERS' INK

Registered U. S. Patent Office

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VOL. CXXV

NEW YORK, NOVEMBER 22, 1923

No. 8



## When the Need Arises to Beat the Previously Set Sales Quota

Tested Methods That Have Proved Their Value under Pressure

By Frank L. Scott

SOME weeks ago I attended a salesmen's convention at the invitation of a sales manager who had been associated with me in another business some years ago. Although the product is manufactured in the East the sales meeting was held in Cleveland, as that city was a more convenient meeting place.

On the evening before the close of the meeting the manager showed me a telegram which he had received that afternoon from the home office. It read, "Must look to you to sell twenty thousand cases more than original quota set for year. Will explain on your return."

The sales manager was rather sober. "The original increase set and secured for the year represented a very substantial growth over the previous twelve months," he said in comment. "The boys have been forced to work like Sam Hill to make the gain. And here it is October first, and for some good reason which can't be telegraphed we must now get almost double the volume we have in sight for the remaining three months of the year."

On the following morning we went to the room in the hotel where the sales meeting was taking place. It was the last day and the usual last-day let-down was in the air. But it disappeared after the telegram was read. The day was spent in considering ways and means for providing the sud-

den spurt which was requested. Fortunately, the salesmen knew that the home office would not have sent out the call unless it was absolutely necessary. That fact alone was enough to make them pitch in earnestly and come through with practical ideas.

Nearly every business faces this same problem at one time or another, though it may be in a different form. Perhaps even the original figures set for the twelve months are not being met as the year draws to a close. Something is needed to bring sales over the top.

The sales manager previously quoted said to his men, "One way to approach the problem is to imagine what we would do if all our present restrictions were removed and then get back to company policies and see if some compromise isn't possible."

"For example we refuse to put on free deals of any sort. In principle we are sure that we are right. But let's look at the matter with a fresh eye."

That one subject aroused quite a discussion. Finally one salesman made a suggestion which helped substantially in bringing the desired volume. The idea has been worked before in other lines, but in many cases it is still a good method of building volume. The dealer for one week piles a window full of packages of the product on which the drive is being made. In the window a card an-

nounces that prizes will be given to those who come nearest to guessing how many packages are in the pile. This plan is most effective where the product has a popular appeal and a popular price.

The salesman who suggested it said, "We will supply the dealer with inexpensive prizes, so theoretically a free deal is involved. But we are justified in this case in looking at the matter from a different angle. We can first put up the proposition to the best or biggest dealer in each city. For one week he agrees to fill one whole window with our goods. That window is worth something and at the present time we rarely get it exclusively. The prizes are simply a justifiable payment for a week's use of the window. In order to pile up the window the dealer will often have to order more of the goods for immediate delivery as he must stock both his shelves and the window. He is justified in this, as a contest of this kind stimulates sales of the product. People who guess are not obligated to buy, but they have to enter the store to leave the slips on which they have written their estimate. Once in, they feel that they ought to buy something. The logical article to buy is that on which they hope to make some money through the guessing contest."

This was one of the ideas which enabled this particular sales department to produce the extra business called for by the manufacturing department.

Another extra bunch of business was secured by going direct to large buyers on behalf of leading retailers. The salesman would ask one of the better dealers in town, "Did you ever try to sell our goods direct to larger buyers? With your permission I will be glad to call on some of your customers who could advantageously buy in larger quantities. I will represent myself as being your own employee and act exactly as such an employee should." This resulted in extra sales to hospitals and other institutions.

One house which had to make a special drive, employed one field

man for every five salesmen. This field man ordinarily spent most of his time going around with the men and coaching them. True, the two men in calling together sold more goods than one. But in the hour of need the list of customers and prospects was divided and the field men for two months were sent out to sell alone. The omission of duplicated effort meant that the actual sales force was increased one-fifth. Sales were increased in much more than that proportion because the field men were ex-star salesmen and had a much higher batting average than the rest of the sales force.

At the end of the two months they went back to their former work as coaches. Incidentally their high records had opened the eyes of the lower-keyed men wider than ever before to the selling possibilities of the line.

Special drives may often be helped along by the correspondents in the home office. In the hour of its need for greater selling one house made it a point to put a "selling thought" into every letter or statement that went out. During one week every letter, regardless of its nature, bore a postscript which read, "P. S. Your customers will appreciate the convenience and lower cost of buying our goods in the larger package. Increase your sales by suggesting a five-pound package to everyone who asks for a one-pound package."

During the following week another postscript was used. This one read, "P. S. Our records show that the best profits are made on our goods when the full line is carried. On request we will gladly give you some actual dealers' experiences showing how much more profitable it is to carry the full line."

The same messages were typed on the bottom of all statements and receipted bills. Every stenographer and every bookkeeper was thus added to the sales force!

The messages were changed from week to week.

People hate to throw away anything which seems to be of value.





*The Big*  
**Influence in the  
Small Towns of  
America is the  
Christian  
Herald**

**51% of the Automobiles—  
and a higher percentage  
of many other products—are  
sold in small towns where  
church homes dominate!**

GRAHAM BATTERSON - Publisher - CHRISTIAN HERALD - New York City

This principle has been many times employed to provide a needed spurt in sales. A coupon good for a certain per cent of the purchase price of an article may be used to stimulate demand.

Often the product has reached a good volume of sales, but from there on almost refuses to advance. The hard-boiled prospects (both dealers and consumers) are the ones that are left. Somehow they must be sold. One characteristic of the so-called hard-boiled is their desire for something for nothing. We are all that way, but the hard-boiled are even more so. Also, the hard-boiled make "Your price is too high" one of their pet objections.

One staple which carried a higher price than most of its competitors faced exactly this difficulty. It rarely lost a customer when once secured. But investigation convinced the manufacturer that there were many border-line prospective customers who refused to make the first trial simply on the score of price. The difference between the price of this product and cheaper similar goods was very small. To meet the need for extra sales one salesman suggested a coupon having a face value equal to the difference in price. "Everyone respects our goods," he said. "Many would buy them if our prices were the same as the price of goods that look just like ours but are not as good. Let's remove this restriction temporarily. We can afford to because we know that it will secure us a brand new crop of steady customers."

A special newspaper advertising campaign was prepared. It included a coupon good for 15 cents when applied toward the purchase of the product. In many cities 80 per cent of these coupons were redeemed. Careful checking indicated that over half of the coupons had been turned in by people who were not regular users.

Then there are other ways of getting the slow-to-respond consumer. He may get another article free, this article being given to the dealer who makes the

regular profit on the goods which he bought in the regular way. For example, one tire manufacturer built up his inner tube business by giving the dealer a tube with every cord tire. Advertising then featured for a limited period "a tube free with every tire." The manufacturer sacrificed practically all of his profits for the time being, but is convinced that the offer paid when the year's business and the year's profits were reckoned.

A curious scheme was used by a hosiery manufacturer to get rid of a surplus on hand at the end of the year. He disposed of practically the entire supply by proposing the following plan to his retailers: "Give me 200 customers' names or select 200 names of nearby residents from the telephone directory. I will then mail one sock to every name together with a printed slip pointing to the fine value in the goods and saying that the other sock can be had by paying 50 cents to you. You pay for the socks that are mailed but I will reimburse you for any socks that are not brought back. I will pay postage and attend to the mailing." The slip also notified the recipient that if the sock were not the right fit it could be brought back and exchanged for one of the correct size.

The interest in this scheme is added to by the fact that no cut was made in the price of the socks. The manufacturer was banking on the average person's distaste for throwing away anything of value. Alone, the single sock was of no use to anybody but a one-legged man!

This scheme was employed in three large cities. The average returns were 96 per cent! The slight loss was far less than if the manufacturer had made a cut in price sufficient to dispose of the lot over the bargain counters.

In some lines the larger dealer may be a jobber, or may be considering an entrance into that additional field. Dealers in the latter class often provide the necessary outlet when sales must be suddenly enlarged. The salesmen

(Continued on page 182)

THE  
Branch



***"Betcha we get SOME jack for this"***

"You said it, Mr. Gallagher! But, gee! Wouldn't it look swell in our club room?"

"Absitively, Mr. Shean! Let's keep it for us, and make sumpin' else for the bazaar. Me'n Dick'll help every evening, and I've got lots more dandy plans in **THE AMERICAN BOY**."

Old Archimedes asked only a place to put his fulcrum, and he'd undertake to move the world. The average boy asks only a set of tools, and he'll engage to make himself so useful the whole family will be moved to applaud.

## THE AMERICAN BOY

*"The Biggest, Brightest, Best Magazine  
for Boys in All the World"*

has plumbed straight to the hearts of half a million tool-crazy boys, averaging 15½ to 16 years in age. They know its stories and advertisements square-up with the truth.

Tell these five hundred thousand boys, in their trusted publication, about the good tools, hardware or mechanical apparatus you make. Tools will always be a part of their lives. Whose tools will they know most about?

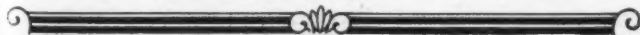
Now is the time to begin to hammer home your story. Drive in the first nail in the February issue. Copy should be in our hands not later than December 15th.

**THE SPRAGUE PUBLISHING CO., Detroit, Michigan**

(Member A. B. C.)

Branch Offices: 286 Fifth Avenue, New York

1418 Lytton Building, Chicago





**Never before such a shingle as this**  
**50% THICKER, 100% STIFFER, with entirely new color possibilities**

**RICHARDSON ROOFING**

**BLACK SILENCE**  
*—a sudden crash!*

**In each of these circles is a photograph of WHITE PAINT**

**How would you like to add figures like these?**

2	MON	578
10	CE	LEST
78	210	33

**Comptometer**

under a tough clinging blanket of gas bubbles.

For each of these products and the others shown here, a point of technical superiority has been translated into a clear and convincing selling talk — readily grasped by the consumer.

The J. Walter Thompson Company has had a broad experience in planning and executing advertising for technical, industrial and mechanical products.

## J. WALTER THOMPSON COMPANY

### Advertising

NEW YORK

CHICAGO

BOSTON

CINCINNATI

CLEVELAND

SAN FRANCISCO

LONDON

# What Is the Legal Status of the Advertising Agent?

An Answer Obtained by the American Newspaper Publishers Association

[EDITORIAL NOTE—The statement that appears below on the legal status of the advertising agent was made by Morris, Plante & Saxe, counsel to the American Newspaper Publishers Association. This statement has been sent by the American Newspaper Publishers Association, in printed bulletin form, to its members.]

FROM time to time there has been circulated by persons or associations seemingly opposed to the present commission system a propaganda that appears to support the contention that the advertising agent is an agent in the true sense that that word is understood in law, and hence in any case in which the agent, in placing advertising of an advertiser, discloses to the publisher the name of such advertiser, that the agent is not personally responsible and that the publisher can, and, if the agent seeks to deny responsibility, must look to the advertiser for payment; and that payment by the advertiser to the agent does not relieve the advertiser if the agent fails to transmit to the publisher.

An academic statement of the law of agency does not settle the question. Neither is the question determined by decisions which are cited in litigations which have been had between publisher and advertising agent and between the advertising agent and the advertiser. Such decisions were according to the facts in each case and do not establish a uniform rule applicable in all cases between publishers and advertising agents.

In the newspaper field the advertising agent in his dealings with the publisher has been treated as a principal. This is in accordance with a custom which has prevailed for many years and results not from any rule of law but from agreements between the parties themselves, and the manner in which the business is conducted. The publisher looks upon the agent as an independent contractor and contracts with him

accordingly to publish the advertising which the agent may order, for the account and credit of the agent and upon the agent's promise personally to pay therefor. In other words, the rights and obligations of the agents and the publishers are fixed by their contracts and as previously stated, as a result of a policy insisted upon by the publishers and acquiesced in, if not requested, by the agents, by contracts which in the vast majority of cases bind the agent on his personal responsibility to pay the publisher for all advertising published on the agent's order. Thus it may be said that the decision in each case depends upon the terms of the contract between the agent and the publisher.

A few cases will be found in the reports where publishers were not careful in scrutinizing forms of contracts used, and agents when sued by the publisher have been successful in resisting payment on the ground that the contract did not bind them personally but showed them acting as agents for disclosed principals. In one of these cases to which reference is frequently made, the agent, after the decision rendered in its favor, recognized that it must change its method to conform to the prevailing customs and thereupon adopted and is now using a form of contract under which it binds itself personally for the payment of all advertising placed on its order. The standard form of contract, prepared in collaboration between the American Association of Advertising Agencies and the American Newspaper Publishers Association, and the use of which by publishers has been advocated by the American Newspaper Publishers Association, likewise recognizes that advertising placed by the agent is upon his personal credit and binds the agent personally for payment.

# IF

**If Iowa is not one of your eight or ten best states—from point of sales—there's something wrong with your merchandising or advertising in Iowa.**

Iowa is a rich market of two and a half million well to do, intelligent people. We've helped a good many manufacturers better their Des Moines and Iowa distribution through our merchandising department. Possibly we could be of service to you. Ask for our booklet "Sure Crop Iowa."

**Merchandising Department  
Des Moines Register and Tribune  
"The Newspapers Iowa Depends Upon"**

Represented in New York by I. A. Klein; in Chicago by Guy S. Osborn, Inc.; in Detroit by Jas. R. Scolaro; in St. Louis by C. A. Cour; in San Francisco and Los Angeles by R. J. Bidwell Company.

In fact, that the advertising agent may be an agent in the true sense, as regards the advertiser, does not prevent such agent from contracting for the placing of the advertiser's business on the agent's personal responsibility. The agent, having applied to the publisher and obtained credit for, and having placed the advertising on his personal agreement to pay, the publisher need look no further than the agent for payment. It follows as a natural consequence that the publisher, having accepted the agent as his debtor, is precluded from looking to the advertiser in the event that the agent fails to make payment. If publishers will scrutinize the contracts and order forms to see that provision is contained therein whereby the agent contracts on his own responsibility to make payment to the publisher, there will be no question as to the agent's responsibility.

Although, over a period of many years, there have been many varied forms of contract prepared by the advertising agents, each for his own business, and accepted by the publisher without careful scrutiny or consideration of such a question as this, there have been very few cases in which the agent has seen fit to deny liability when sued by the publisher and but one or two in which he has been successful in such defense. In many cases, even though the contract has not been explicit in its provisions with respect to the agent's personal responsibility, the long course of dealings between the parties has been such that the agent has not been in a position to successfully claim that he was not personally responsible, even if he desired so to do.

### L. B. Gallison Joins Butterick

Louis B. Gallison has been made resident representative at New York for the Butterick Publishing Company, representing the Butterick combination, the *Delineator* and the *Designer*. Mr. Gallison was formerly with the Curtis Publishing Company, representing *The Saturday Evening Post* at Philadelphia and in Southern territory.

### Fleischer Buys Corticelli Yarn Brands

S. B. & B. W. Fleischer, Inc., Philadelphia, manufacturer of Fleischer yarns, has purchased from The Corticelli Silk Company, Florence, Mass., the rights to all of that company's brands of hard-knitting worsted yarns. The latter company is discontinuing its knitting yarn business. The brands include: Knitola, Angola, Tezola, Silk Iceland, Flosola, Silk Flosola, Scotola, Baby Yarn, Americantown and Cobweb yarn which have been withdrawn from sale.

### Order against Coffee Urn Loans Rescinded

Orders by the Federal Trade Commission requiring C. H. Kroneberger & Company, Baltimore; the John H. Wilkins Company, Inc., Washington, D. C., and the Levering Coffee Company, Baltimore, to discontinue loaning or leasing coffee urns to customers upon condition that such customers thereafter purchased all of their coffee from the companies, have been rescinded after reconsideration by the Commission of its findings of facts.

### Ault-Williamson Shoe Account with Boston Agency

The Ault-Williamson Shoe Company, with main offices at St. Louis, Mo., and factories at Auburn, Me., has placed its advertising account with the Boston office of the Wood, Putnam & Wood Company, advertising agency. A national magazine campaign is now running in women's magazines featuring Constant Comfort Shoes for women.

### Crude Oil Association Appoints Young & Rubicam

The Pennsylvania Grade Crude Oil Association, Oil City, Pa., has placed its advertising account with Young & Rubicam, Philadelphia advertising agency. This is an association of producers and refiners of Pennsylvania grade petroleum in the States of Pennsylvania, New York, West Virginia and Ohio.

### P. H. Crane Joins Joseph Richards Company

P. H. Crane has joined the Joseph Richards Company, Inc., New York advertising agency. Mr. Crane was recently advertising manager of the Shaw-Walker Company, Muskegon, Mich., maker of files, file supplies and safes.

### Heywood-Wakefield Plan 1924 Newspaper Campaign

The Heywood-Wakefield Company, Boston, plans an increased advertising program for 1924. The company's baby carriages and reed and fibre furniture will be advertised in 238 newspapers covering the entire country.

J.F.



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## Destination

It is an old story, but one that bears repeating: The goods are NOT sold when they reach the dealer's shelves. That is merely the junction—the half-way station. They have not reached their destination until they are placed in the hands of the consumer. The best “dealer influence” that we know of is—people walking into the dealer's store and asking for the goods. “Ask your dealer” about THAT!

Which of these books shall  
we send you?

How to Judge an Advertising Agency

Points on Merchandising Advertised Products  
Through Department Stores

Merchandising Advertised Products  
Through Drug Stores

# J·H·CROSS<sup>CO.</sup>

General Advertising Agents

CROSS BUILDING, 15TH & LOCUST STREETS  
PHILADELPHIA

*Members:*

American Association of Advertising Agencies  
National Outdoor Advertising Bureau  
Audit Bureau of Circulation

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SAMUEL HOPKINS ADAMS

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## *"Siege"*

A new novel by  
Samuel Hopkins Adams

**M**R. ADAMS is well known to American readers as a master of the difficult art of simple, vivid writing—a facility which makes his articles powerful weapons for truth, and his fiction irresistible.

His new novel, "Siege," which begins in this week's Collier's, is a living story of this unjustly maligned younger generation in America. It will be highly praised and widely read. "Siege" is the best book Sam Adams has written, and to thousands of American readers no praise can be more magnificent than this.

# Collier's

THE NATIONAL WEEKLY

*in more than a million homes*

The Crowell Publishing Company

381 Fourth Avenue,  
New York, N. Y.

# Times are Good in Chicago

The display lineage figures of the Chicago papers for the first ten months of the year—especially those of The Chicago Daily News—prove it. The Daily News' display lineage for these ten months was 746,308 lines more than in the same period of 1920, the previous "banner year" for Chicago advertising.

## The World's Greatest Single Market

More and more are the advertisers of America realizing that Chicago and its famous "forty mile radius" is not only a market in itself, but one of the greatest, most compact single markets in the world.

Within its area are almost 4,000,000 consumers—700,000 families—who can reach the Chicago "loop" in an hour's ride, make their purchases and the same day receive their deliveries. The advantages of this rich, populous, compact market to manufacturers and wholesalers as well as retailers are obvious. Warehouse and transportation charges are minimized. Thirty-six great states have each a smaller population than is found here within a sixty-minute journey.

Moreover, the great majority of financially competent buyers in this market are reached and influenced by the advertising of a single medium—THE CHICAGO DAILY NEWS.

That experienced and successful advertisers appreciate this fact is shown by the distribution of their advertising among Chicago newspapers. Here is the comparative record for the period from January 1 to October 31, 1923. The figures are supplied by The Advertising Record Co., an independent audit service maintained by all the Chicago newspapers.

### TOTAL DISPLAY ADVERTISING IN ALL CHICAGO DAILY NEWS-PAPERS FROM JANUARY 1 TO OCTOBER 31, 1923

	<i>Lines</i>	<i>Comparison</i>
The Daily News.....	12,206,992	12,206,992 Lines
The Daily Tribune .....	9,416,924	9,416,924
The American .....	7,716,927	
The Post .....	3,823,279	
The Herald-Examiner .....	3,741,595	
The Journal .....	3,561,398	

The Daily News' excess over the next—  
highest score, that of The Daily Tribune 2,790,068 Lines

Here in incontrovertible facts and figures, of interest and value to all who do business or contemplate doing business in the Chicago Market, is a reiteration of the verdict of years that names

## THE CHICAGO DAILY NEWS

*First in Chicago*

# Boost for Advertising Seen in Tax-Reduction Plan

Much New Business Development Sure if Mellon's Ideas Prevail, Says Chicago Banker

An Interview by G. A. Nichols with

**Ralph Van Vechten**

Vice-President, Continental and Commercial National Bank, Chicago

**W**ITHIN a couple of years after Secretary Mellon's tax-reduction proposal wins out, if it does, the business of the country as a whole will be vastly improved. This is the view of Ralph Van Vechten, vice-president of the Continental and Commercial National Bank of Chicago. In fact, Mr. Van Vechten believes the effects would be seen quickly not only in the development of existing businesses but in the establishment of new ones. Thus, as a natural consequence, there would be a growing need for more advertising and a constantly widening opportunity for it to extend the scope of its usefulness.

"Mr. Mellon's wise proposal," Mr. Van Vechten says, "would work two ways in its beneficial effect on business, with an inevitable need for more advertising. In the first place it would increase the purchasing power of the professional man and other men in the salaried class who at present have to pay over to the Government entirely too much of the money they earn. This is a feature which I believe has not had sufficient attention in the widespread discussion that has come about since Secretary Mellon's ideas were made public. We are so accustomed to large and spectacular figures these days that we are likely to forget, for the moment, the huge aggregate amount that can come from comparatively small individual sales.

"Under the Mellon plan the married salaried man having two children or dependents and with a yearly income of \$4,000 would have to pay only \$15.75 tax, a saving of \$12.25 over the present figure. The man making \$8,000 would save \$132 a year and the \$10,000

man would be \$222 to the good.

"The people in this salary range are what you might call the country's mainstay. They represent the steady, dependable outlet for goods. As a class they do not buy excessively or lavishly in times of temporary prosperity. Just the same any increase in financial resources is followed by the buying of more goods. This is perfectly natural. And if this tax decrease comes, the great middle class of this country is going to have more money to spend for merchandise. Furthermore, the number of them is so great that the aggregate increase in their buying power, although perhaps not so very imposing individually, will be enormous.

## SAVINGS ACCOUNTS WILL INCREASE

"Another inevitable outcome will be the saving of more money. Any number of people will put into savings accounts the money they hitherto have been obliged to pay the Government in the way of income tax. It is easy to see what this means. The business of the country will have more liquid capital.

"In short, this tax reduction idea, so far as the rank and file of the people are concerned, is going to increase their capacity to buy goods and to cause a greater proportion of their earnings to be diverted into commercial channels, to their own good and that of business in general. It is hardly necessary to point out that both considerations are of huge importance. The country would be in a sad way were it not for the savings of the middle-class man. Without his buying, business could not go on. Therefore, whatever helps increase the

average American's capacity in these two respects, no matter how small the individual unit may be, is sure to have a correspondingly beneficial effect. Buyers, sellers and manufacturers are all in a great community, anyhow. What helps one will help the other, and vice versa. But in the final analysis the buyer and user of merchandise is the most important of all. The prosperity of the country ebbs and flows, goes up or down, as he buys or keeps away from it."

This case of the ordinary citizen, Mr. Van Vechten believes, is one of the effects of Secretary Mellon's proposal that is likely to be overlooked or at least minimized in the more spectacular proposition of reducing surtaxes. It has been hinted in some quarters that there was danger of the whole idea becoming distorted into something of benefit to the rich man—that supposedly fortunate individual whose income is listed in what the bankers technically term "the upper brackets." The discussion hasn't got along a great way yet, but already certain elements are disposed to interpret the tax reduction plan as being an extension of and a refinement upon the hellish scheme of depriving Lazarus of a few more crumbs to add to the already abundant store of Dives. Mr. Van Vechten believes where such a view prevails it is forced and that the average American, no matter what may be his walk in life, will gladly welcome the Mellon plan as being one of the things the country really needs at this stage.

"I doubt very much," he says, "if the people as a whole realize the really serious results that have been worked in the whole fabric of business by the imposition of surtaxes along the lines provided by the income tax law as it stands now. In the higher brackets the surtaxes are practically confiscatory. This is why a man actually cannot afford to expand in a business way beyond certain limits. This may seem to be a queer statement, but it is literally the truth. Instead of investing his surplus capital in business enter-

prises that will increase his income and thereby make him more and more the victim of surtaxes, the man is going to buy Government, county and State securities that are not taxable. This is what thousands of men are doing today, with the net result that huge amounts of capital are literally buried, hidden away, so far as the general business interests of the country are concerned.

"There is no argument about this. It is an actually existing fact. Business in general is being held back on account of the lack of capital. Capital is lacking because it is tied up in tax-exempt securities. It is tied up in this way because the man with money literally cannot afford to have it invested in such a way as to increase the taxable part of his income. These are facts that will have to be faced sooner or later. This hidden capital has got to be brought out before business is going to expand as it should. And until this expansion comes everybody in the country, of high or low degree, is going to be hampered more or less in his struggle to make the very most out of his opportunities.

#### HAS MORE SERIOUS EFFECT

"But this failure to invest new capital in business enterprises that would increase the taxable income after all represents only a small part of the mischief wrought by the law as at present administered. A more serious and ominous indication is an increasing disposition on the part of capitalists to get away from business enterprises in which they are interested—to close them out, in fact, so as to cut down the amount of income subject to surtaxes and divert the capital into non-taxable channels.

"I can show you any number of instances where men are selling out their businesses, getting rid of stock, and in some cases liquidating business enterprises entirely for this reason—all of which is bound to have a crippling effect. If certain stockholders in an enterprise dispose of their holdings from this cause, the effect on the business is going to be very opposite of good to say the least.

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"The whole thing is working around to a point where increasing amounts of capital are inactive, where men in the upper brackets are becoming timid and conservative instead of progressive and courageous. I know of many cases where this conservatism has gone so far as to cause men to sell out or close up their country estates. Instead of two or three homes they get along with one. This throws people out of employment and cuts down the amount of merchandise purchased. When men with capital will not invest in new business enterprises, the situation is serious. When they get out of business, when they liquidate because they are forced into the anomalous position of becoming poorer as their income increases, it is even more serious. Many a legitimate business proposition is not having a fair show today for this reason."

There are plenty of authentic instances of new business propositions being denied capital for the reason spoken of by Mr. Van Vechten. Within the last month this writer has heard of at least four promising manufacturing propositions in the Middle West that are limping along in the face of really great opportunities, for the lack of money. Given anything like a financial opening, these enterprises could show real speed. The products are right and so are the men, but it takes money to make even good things go. The men with the money, though, will not put it in because the money would make them a profit and the greater would be their surtax obligations. So the money does not go in and the factories are marking time. They probably will pass out of the picture soon unless they can get to going in a bigger way. Meanwhile jobbers and retailers are being deprived of the salable merchandise the factories would produce—all the articles being of a kind much in demand. Workmen are kept out of jobs.

A Chicago man started out with an exceptionally meritorious retailing proposition that went over

in a hurry. He established a couple of stores and ascertained to his complete satisfaction that his original ideas of retailing were 100 per cent. The idea is one that is bound to work out into some real money. It is going to expand of its own power in time.

However, rather than wait and grow, out of the profits made by his business, the man at the head of the enterprise prefers to work on a larger scale now and thus make profits in greater proportion. For some time he has been unsuccessfully trying to interest capital. There is nothing wrong with him or his proposition. On the contrary the opportunity for quick expansion and the making of satisfactory profits is exceptional. But he has been unable to get money because men with capital cannot afford to add to their taxable profits!

#### REDUCED TAXES WILL RELEASE CAPITAL

"Remove this condition," advises Mr. Van Vechten, "and fix the income tax law so a man in the upper brackets can have a fair share of his earnings and you are going to see the restoration of business prosperity which we all have been awaiting for so long. You are going to see new factories started and an expansion of those already in existence. You will see new retail enterprises. There is no need to mention lines here. The good effects will be applied in general. With the start of new enterprises and the extension of present ones consequent upon the release of capital from its hiding places, there would naturally be an increase in advertising. People with things to sell are going to tell buyers about them if the selling of the articles is going to make them richer instead of poorer.

"It is all well enough to say that a man should advertise more diligently in times of stress than when business is coming in almost of its own accord. This is not so bad in theory. But when the time comes that a man actually cannot afford to make more money from

the sale of merchandise than he is making, then why should he advertise? Advertising in this case, utterly ridiculous though the statement seems, is really a liability. It can sell the goods easily enough. But the man who supplies the capital which makes the enterprise possible does not get as much profit out of the results as he can out of non-taxable securities. The higher the profits go, the more aggravated the condition becomes. So, as far as the man with capital is concerned, there is only one answer.

"If Secretary Mellon's ideas prevail, new capital gradually will be available for any legitimate business enterprise. The full effects will not be felt perhaps for two or three years, but the beginning of the benefit will be in evidence almost at once. There will be a different feeling in the air."

Mr. Van Vechten believes that the country as a whole favors Secretary Mellon's plan, in spite of the inclination in some quarters, above spoken of, to condemn it as being something for the benefit of the rich man.

"Mr. Mellon," says Mr. Van Vechten, "is the greatest Secretary of the Treasury since the days of Alexander Hamilton. He is greater than Salmon P. Chase. Only history can reflect the true measure of his tremendous capacity, his understanding of finances and his wise statesmanship. Our country is fortunate indeed in having him at the head of its financial system. He knows exactly what ought to be done. And if Congress will follow his recommendations, things are going to be right in a business and financial way and the well being of the entire people is going to be accordingly conserved in a surprisingly short time."

### McJunkin Agency Has Coffee Account

The A. J. Kasper Company, Chicago importer and blender of coffee, has appointed the McJunkin Advertising Company, Chicago, as its advertising counsel. Local newspapers will be used in a preliminary campaign for this account.

### General Electric Company Creates an Advertising Council

The General Electric Company, Schenectady, N. Y., has formed an advertising council which will begin its work on December 1. The members of this council will be as follows: Vice-presidents J. R. Lovejoy, George F. Morrison, F. S. Terry and A. D. Page and director B. G. Tremaine. In addition there will be nine ex-officio members: M. P. Rice, T. J. McManis, P. B. Zimmerman, George C. Osborne, L. P. Sawyer, G. P. Baldwin, J. G. Barry, who will be chairman; C. H. Lang, who will be secretary; and Bruce Barton, of Barton, Durstine & Osborn, Inc., advertising agency, who will be advertising counsel.

The publication and advertising departments of the company will be consolidated effective December 1. Martin P. Rice, manager of the publicity department, will manage the new department.

Frank H. Gale, advertising manager, on December 1 will join the staff of D. R. Bullen, assistant vice-president, as manager of conventions and exhibits.

C. H. Lang, who has been assistant manager of the publication department, will continue in that capacity in the new department. T. J. McManis, who has been manager of the Edison Lamp Works of the General Electric Company, at Harrison, N. J., also will become assistant manager of the new publicity department.

### New Sales Unit for Elastic

In an attempt to make a six-yard package of "Reelastic" a unit of sale, The American Mills Company of New York is placing this length on the market in addition to its usual twelve and thirty-six-yard reels. The new reel has a key attached for rewinding. A counter display cabinet is being offered dealers in business-paper advertising. A saving in unsold remnants, measuring, cutting and wrapping by means of the new sales unit is expected.

### "National Retail Clothier"

#### Will Change to Weekly

The *National Retail Clothier*, published semi-monthly by the National Association of Retail Clothiers and Furnishers, Chicago, starting with its first March issue will be placed on a weekly schedule. The first issue of each month will be the same as now published. Subsequent issues of each month will be of a nine inch by twelve inch pocket size.

### New Illustrated Daily for San Francisco

Cornelius Vanderbilt, Jr., will commence publication about January 1 of a new daily newspaper at San Francisco to be known as the *Illustrated Daily Herald*. In editorial content this newspaper will be similar to the *Los Angeles Illustrated Daily News* which also is published by Mr. Vanderbilt.

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# Bulletin—First in Philadelphia

By CHARLES M. PECK

in "Newspaperdom," October 25, 1923

THE Philadelphia Evening *Bulletin* is a wonderful advertising medium because it is a wonderful newspaper read by one million and five hundred thousand people daily. This vast number of intelligent residents of the City of Brotherly Love could not be held together as one family if the *Bulletin* did not maintain a fixed standard of excellence, a fixed standard of cleanliness, and a positive degree of dependability.

There are newspapers in the country with as much, maybe more, circulation than the *Bulletin*. There are newspapers that make more extravagant claims, and newspapers that are constantly bidding for circulation patronage, but there is not a newspaper in the United States that more completely enthalls its daily devotees than does the *Bulletin*.

Without embracing sensational features calculated to seduce its readers and hold them by the lure of salacious promise, the *Bulletin*, nevertheless, holds them; and all efforts to take any portion of them away have invariably failed.

There is only one explanation of the *Bulletin's* power. The readers of the *Bulletin* have made the *Bulletin*, just as the readers have made the *Chicago Daily News* or the *Detroit Evening News*.

How was this possible? Well, the *Bulletin* has always produced a newspaper for its readers. It has consulted their wishes whenever a new department was introduced. It has met all of their demands for a newspaper, not only in the matter of local news, but news by telegraph and cable, and its departments have been created with the tastes of *Bulletin* readers in mind.

The *Bulletin* is respectable and yet it is never scooped on anything in the way of news that is fit to print. It is sporty in a quiet way and an all around good fellow, always ready for fight or frolic, but behind these characteristics, and others which have been enumerated, is the underlying fact that the *Bulletin* and its readers have grown up together. They have become used to each other—know each other—and this companionship has been strengthened from year to year.

We'll venture the assertion that a news story, word for word from start to finish, including the heading, can be printed in the *Bulletin* and any other Philadelphia newspaper, and that a *Bulletin* follower, reading both, will de-

clare that the *Bulletin* story is the best.

There will be some partisanship in this, of course, but the psychology of it is that the *Bulletin* fan has confidence in his own newspaper while an element of doubt creeps unconsciously in when he is holding the other newspaper in his hand.

It must be remembered, too, that the editorial staff of the *Bulletin*, trained for years in the *Bulletin* way, write and edit in a style peculiar to the *Bulletin*; inject into the *Bulletin* an all around spirituality that is inimitable—that no other newspaper can hope to duplicate—and that confirmed *Bulletin* readers would immediately notice the absence of this spirituality.

And why not? A newspaper is a personal thing. One man conceives the idea of starting a newspaper. He has his notions as to the sort of a newspaper he wants to publish. He organizes his staff, impressing upon each member just what he is setting out to accomplish. They reflect this one man's mind and the product is a newspaper with a soul—the soul of the man who projected the newspaper.

From the beginning the *Bulletin* has been the *Bulletin*. It has never tried to be any other newspaper, and while it is spiritedly up-to-date and progressive in all things, it uses *Bulletin* methods to keep up with the race.


The advertising in the *Bulletin*, through the emanation of hundreds of sets of nimble brains, borrows from the *Bulletin* the ingrained *Bulletin* ring, carries with it the same probity that is allotted to news, features and editorial utterances, and finds safe lodgment in the minds of *Bulletin* readers.

Here is the sound basis of advertising success, the sure foundation upon which the production of results must rest. If the *Bulletin*, with these advantages, had but 100,000 circulation it would be a successful advertising medium, but when it is considered that the *Bulletin* has more than 500,000 circulation in the Philadelphia evening field, who can raise the question that it is not first in Philadelphia when it comes to the selection of an advertising vehicle for that field?

Throughout this deserved and unsolicited tribute, one point has been lost sight of, and yet at this juncture it makes pretty good continuity. It is possible for a newspaper to be a good newspaper and have a fine circulation without being able to make its advertising pay. Of course, the reason for this is that the advertising does not get a reading.

It has been demonstrated, is being demonstrated every day, that the advertising columns of the *Bulletin* are extensively read and promptly responded to, and that advertisers in the *Bulletin* reap proportionately greater results from the *Bulletin* than they do from any other Philadelphia advertising medium.

(Advertisement)



# One Big Sunday Newspaper Covers OKLAHOMA

Oklahoma's Largest Sunday Newspaper  
Oklahoma's Largest Morning Newspaper  
and—

Oklahoma's Largest Evening Newspaper  
are represented in the national field by

**E. KATZ SPECIAL ADVERTISING AGENCY**  
New York    Chicago    San Francisco    Kansas City    Atlanta

FOR many years, Oklahomans have registered an emphatic preference for The Sunday Oklahoman. Quite naturally, they would much rather buy their own big Sunday newspaper than "outside" publications which go to press the middle of the week preceding date of issue. The Oklahoman is the only newspaper printed on Sunday that reaches any considerable portion of the state in time for Sunday reading. It has nearly double the circulation of any other Oklahoma Sunday newspaper; it is read by every fourth person in the entire state. As you would expect, more advertisers—both national and local—are using the Sunday Oklahoman today than ever before.

The Sunday Oklahoman and The Oklahoma City Times—purchased at a low combination rate—will carry your message into all the homes of Oklahoma City; into 9 out of every 10 homes in Oklahoma City's "Half Million" prosperous market and into 1 out of every 3 homes in the state. An inquiry will bring you detailed and interesting information concerning Oklahoma and

*"Oklahoma's Greatest Newspapers"*

*The*  
**OKLAHOMAN & TIMES**

MORNING

EVENING

SUNDAY

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**Milwaukee — First City In Diversity of Industry**


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## If You Investigate—

you will find that Milwaukee-Wisconsin market, more than any other in the country, offers an assured success for intelligently executed sales and advertising plans during the coming year because it combines the industrial prosperity and stability of a great active center of diversified manufacturing with highly profitable agriculture due to its position as the leading state in the value of dairy products.

And, in addition, you will find the cost per sale lower here because a single powerful sales-medium—The Milwaukee Journal—is sufficient to thoroughly cover the market and swing the tide of buying power in your favor, at one low advertising cost.

A population of three million prosperous people assures a worth while volume of business.

Why not write right now and get the rest of the facts?

## *The Milwaukee Journal*

**FIRST—by Merit**

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**Wisconsin—First State In Value of Dairy Products**

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# How to Get Worth-While Testimonials for Your Business

Hewitt-Lea-Funck Ask Last Year's Purchasers to Tell of Their Experiences—How Photographs Showing Product in Use Are Obtained

By Willis Brindley

Manager, Hewitt-Lea-Funck Co.

**C**OULD you use a few testimonials in your business? This article has to do with a way to get them, honestly and legitimately. It is a way that the writer has found effective recently in his own business.

The company of which I am manager sells silos, depending for inquiries upon advertisements in farm papers. Inquiry costs for several years have been high. We decided to see if the use of testimonials in advertisements would give the copy that ring of truth which seems to be so necessary as an impelling force to direct the stub pencil of the honest farmer to the handy little coupon in the lower right-hand corner of the advertisement.

We went to the cupboard and the cupboard was very nearly bare. Farmers as a class are the best boosters in the world when they like a product—and the meanest critics when they don't. Many farmers like to take their pen in hand and write the company a nice letter, but for three years past farmers have not felt exactly chatty in the mind. They have had other things in the mental horizon than literary composition. We found in the file very few testimonials, and these not very hearty in tone.

I wrote a letter, a short letter, and had it typed to some 120 farmers who bought silos in 1922. I signed the letters myself. This is what the letter said:

DEAR MR. SOANDSO:

How do you like your H-L-F Silo so far?

Did you have any frozen silage last winter? How cold was it?

How much did you save by buying an H-L-F Silo?

Please fill in answers to questions above and return in stamped envelope enclosed. Use space below for remarks; write names of people interested in silos

on back of sheet. If you have a picture of your silo, send it along for our silo book. Thanks.

Yours very truly, etc.,

Remarks: \_\_\_\_\_

The arrangement of the letter on the page was calculated to leave a little room after each question for the farmer to write in his answer. Here is the way a letter came back to us, typical of the lot of answers, from L. H. Willett of Tomahawk, Wis. The italicized words are those that Mr. Willett wrote:

How do you like your H-L-F Silo so far? *There is no better.*

Did you have any frozen silage last winter? *No.* How cold was it? *40 below.*

How much did you save by buying an H-L-F Silo? *\$150.*

Remarks: *I sure am satisfied with my H-L-F Silo. Would not part with it if I could not get another. Yours truly, L. H. Willett.*

We have now, in his own handwriting, the opinion of L. H. Willett of Tomahawk, Wis. It is desired to make of this report a complimentary letter, known in advertising parlance as a testimonial. Here is Mr. Willett's report, in testimonial form:

TOMAHAWK, Wis., Oct. 8, 1923.

HEWITT-LEA-FUNCK Co.

Sumner, Wash.

Gentlemen:

I like my H-L-F silo fine. There is no better. I had no frozen silage last winter, with the thermometer 40 below zero. I saved \$150 when I bought the silo. Would not part with it if I could not get another.

Yours truly,

L. H. WILLETT.

There you have it in the flesh—a good testimonial.

A tally as this is written shows sixteen replies from 120 letters, with more coming every day. We will probably get between forty and fifty. So far there have been no complaints, but if any show up,

we have a chance to make matters right with the customer.

Perhaps it seems to the reader a little rough on Mr. Willett and other buyers of H-L-F Silos to write them and then make what they say into a letter of praise. Not at all. There will be absolutely no complaint. Mr. Willett and other testimonial authors will be glad to see their testimony in print. I know that this is so, because I have been using testimonial letters for ten years. In all this time, I have never had a complaint because a letter was used for advertising purposes. I recall a single instance when a man wrote us a complimentary letter and requested that, by reason of his being a banker, we avoid giving publicity to it, but that is the only one, and in this case, of course, we did not use the letter.

The testimonial letters, of course, are better for advertising purposes if illustrated, but pictures are not easy to get. It takes a second letter, generally, to get the picture, although we have four usable amateur prints with the first sixteen skeleton testimonials. To Mr. Willett I wrote as follows:

Can't you arrange to send us a picture for use in the next edition of our silo book? I would appreciate this very much if you would. Perhaps you have a Kodak and can send us a Kodak picture. This would be all right, or we would cheerfully stand the cost of a professional photograph, if you will just have the photographer come out to your place and take the picture and have him send his bill to us.

Thank you very much for prompt attention to this matter, and I shall be looking for the picture.

There are one or two points in the letter above which perhaps need mention. Note that at the start I am frank in saying that we want this picture for use in the silo book (the silo book is our catalogue). This is not for the sake of warning Mr. Willett so that he may, if he wishes, avoid undesirable publicity, but rather to hold out the publicity as bait. I know that Mr. Willett would be glad to see the picture in the catalogue.

Note also that I make it very simple for Mr. Willett to arrange

for a professional photograph. He does not have to pay the bill and wait for me to reimburse him. Not at all. He has only, in his best manner, to summon the photographer, and tell the photographer to send the bill to us.

Even so, photographs do not come easy. The farmer forgets, or the photographer fails to come. Country photographers are notoriously incompetent. But we'll get enough pictures before we are through with the deal.

Once we were desperate—had a folder ready to go, that literally cried for photographic illustration. We sent twenty telegrams reading something like this: "Have photographer make and rush to us with bill picture of your silo must have quick very important rush."

My recollection is that this plan worked to the tune of fourteen pictures. Some of them cost a great deal of money—one of them, a botch job at that, stood us something like \$20, including livery hire, but in the aggregate they did the work and were worth the money.

We discovered some years ago that prospective customers have a way of writing letters to the writers of testimonials, ostensibly for the sake of getting additional information, but really to see whether the evidence offered is genuine. Some advertisers, knowing this, avoid publication of post-office addresses, but we think the complete address adds strength to the testimonial, and, of course, if the inquirer can get further direct information from a customer, this is bound to be effective in compelling a decision to buy.

The snag is, however, that, after answering a few such inquiries, the farmer whose letter has been published in a farm paper gets tired of the job and ignores communications, or puts off answering. Then, such is human nature, the inquirer makes up his mind that the letter was a fake, and that the product must be a fake, and the deal is off.

We get away from this difficulty by putting the testimonial writer on our correspondence staff. At about the time the advertisement

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is due to appear, I write him and tell him that we are using his letter and that many farmers will probably write him for additional information, and we would like to have him answer all such letters. Knowing, however, that this will be somewhat of a chore, we say that we want to pay him a little for his trouble, and are therefore handing him a correspondence pad and some stamped envelopes, with a piece of carbon paper. We say we would be glad to have him write the necessary letters, sending us the yellow carbon copy sheet, and for each such letter we will give him twenty-five cents.

This works very well. The sum we offer is so small that it cannot be considered except as an honorarium, and with stationery, even to envelopes with stamps on them, at hand, it would be a mean man who would not write a letter to an inquiring farmer. Of course, such a letter, from one farmer to another, is much more effective than anything we could write ourselves, and the farmer-correspondent can

and does tell his inquirer that "the company is on the square" or "treated me white all the way"—the sort of thing that we cannot say very well for ourselves, and which would not necessarily be believed if we did.

Of course, we follow the farmer's letter with one from the office, accompanied by necessary printed matter and list the name as a prospect for follow-up.

It all runs into work, but it also runs into orders. Our own experience has been only with farmers, but I see no reason why the general plan would not work as well if directed toward the purchasers of machinery or office equipment, or about anything except, perhaps, things sold to persons whose importance makes them shy of publicity—if there are any such.

I am assuming that the product is good, and that your treatment of the customer has been fair. If there is any doubt about either point, don't write him, because you'll only stir up trouble.

# The George L. Dyer Company 42 Broadway New York

Western Offices  
76 W. Monroe St.  
Chicago



## Newspaper, Magazine and Street Car Advertising

Publicity and Merchandising Counsel

# Finding of \$3,718,000 against Wrigley in Gum Suit

Master in Chancery's Accounting Sets Amount to Be Paid L. P. Larson, Jr., Company for Infringement of Wintermint Gum Trade Dress

**F**EDERAL Master in Chancery, Charles B. Morrison, acting under the direction of the United States District Court and the United States Circuit Court of Appeals, last week fixed at \$2,860,000 the damages due the L. P. Larson, Jr., Company, Chicago, manufacturer of Wintermint and Peptomint gums, from William Wrigley, Jr., Company, for trade dress infringement. With interest for five years, which the Master in Chancery allowed, the total amount of damages amounts to \$3,718,000.

This is the latest move in a case which has been in the courts since 1915. At that time the Wrigley company sought to enjoin the Larson company from manufacturing and selling the Wintermint package, alleging that it infringed the Doublemint package manufactured by the Wrigley company. The Larson company filed a counter claim for an injunction and an accounting against Wrigley, which was granted by the United States Circuit Court of Appeals. The Larson company was finally awarded all profits made by the Wrigley company from July 28, 1914, to November 12, 1918, and the Master in Chancery was ordered to make an accounting of these profits.

Mr. Wrigley and his counsel said last week that exceptions to the Master's report are being prepared. If the United States District Court approves the report the case will be carried to the Supreme Court, according to Mr. Wrigley, who is prepared to extend the litigation for several years longer.

Mr. Wrigley vigorously denied reports that he had dumped a large block of stock, his personal holdings, on the market the day before the announcement of the amount of damages by the Master

in Chancery. Recent recapitalization plans of the Wrigley company have no relation to the suit, he said, and he has disposed of stock only to comply with stock exchange requirements and to be relieved of increased Federal taxes.

L. P. Larson, Jr., applied for registration of his Wintermint gum package in February, 1914. Final allowance of this was made in June, 1914. This was a package in which the individual sticks of gum were enclosed in green wrappers. In June, 1914, Mr. Larson, being informed that the Wrigley company planned to bring out a gum package which, it was alleged, would infringe his Wintermint package, sent the Wrigley company samples of his Peptomint and Wintermint packages. The Wrigley company brought out its Doublemint package on July 28, 1914, with the sticks of gum in green wrappers.

## CLAIMED SPEARMINT INFRINGEMENT

In June, 1915, the Wrigley company brought suit in the United States District Court and asked for an injunction against the Larson company's manufacturing or selling Wintermint package on the ground that it infringed the Wrigley company's Spearmint package. The Larson company filed a counter claim in the same year and both suits were heard together, the Wrigley bills and the Larson counter claim being dismissed for want of equity. Both parties took appeals to the United States Circuit Court of Appeals, Seventh Circuit, and the Court affirmed the dismissing of the Wrigley bills. The decision dismissing the Larson counter claim was reversed with directions for an injunction and a decree was entered directing a Master in Chancery to ascertain the profits





## *In Jewelry & Silverware*

Every year for nine consecutive years, including 1923, Vogue has led all women's magazines in jewelry and silverware lineage. This is only one of the sixteen classifications in which Vogue leads.

Among Vogue's oldest advertisers, Tiffany and Gorham started in the first issue, in 1892; International Silver in 1894; Theodore B. Starr in 1896; Dreicer in 1897; Tecla in 1907. Twenty-three jewelry and silverware advertisers are using Vogue this year.

# VOGUE

ONE OF THE CONDÉ NAST GROUP

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KLAXON



*Evidence of Merit  
in Product and  
in Advertising*

A trade mark or a trade name assumes value according to the degree in which the public becomes familiar with its significance.

**CAMPBELL-EWALD**

KRESGE

NEW YORK

DETROIT

CHICAGO

Grouped on these pages are symbols and emblems that have come to be associated in the public mind with all that is highest and best in business and industrial endeavor.

It is gratifying to the Campbell-Ewald Company to have assisted, in no small degree, toward winning recognition and prestige for these marks and names through Advertising Well Directed.



**TRUSCON**  
STANDARD BUILDINGS

*Chickadee*

**Ervidalre**

Union Trust Company



**HYATT**

**COMPANY** *Advertising*

DAYTON

TORONTO



earned by Wrigley from the manufacture and sale of Doublemint gum from the date of its first sale, July 28, 1914, until the time when it should change its trade dress.

The Master in Chancery at once directed the Wrigley company to file an account showing its profits on Doublemint from July 28, 1914, to November 12, 1918. It filed such an account, which showed a loss of about \$287,000 on a sale of about nine million boxes of Doublemint during this period. The executive officers of the Wrigley company testified under oath that Doublemint was manufactured at the same cost as the Spearmint and Juicy Fruit gums of the Wrigley company. "The large dividends that had been paid during the infringing period, the annual reports to the stockholders showing enormous profits, the large taxes paid to the Federal Government for income and excess profits were all put in evidence," said the attorneys for the L. P. Larson, Jr., Company, to PRINTERS' INK, "and it thus became plainly apparent that there could not have been a loss on the Doublemint business of approximately \$287,000 under the facts established on one-sixth of the business, which was approximately the proportion of the Doublemint business to all other gum business of the Wrigley company."

"While Larson company before the Master was endeavoring to make Wrigley company account for all gains and profits accruing from the manufacture and sale of its Doublemint gum," said Judge Baker, of the Circuit Court of Appeals, "Wrigley company relying on the territorial limitation doctrine of the 'Tea Rose case' (208 Fed. 413, 240 U. S. 403) interposed as a defense against accounting for any of its sales outside of 'common territory' the claim that Larson company was a small manufacturer, had been making its Wintermint gum for only seven months before Wrigley company embarked upon its Doublemint adventure, had only a very limited trade, and had neither

the ability nor the present intention to extend its trade; and Wrigley company insisted upon examinations of the officers and books of Larson company in order to prove those matters. A controversy developed between opposing counsel, from which it became apparent that such an investigation might be indefinitely prolonged, and Larson company, on advice of its counsel finally refused to submit to further investigation.

"Looking to Larson company's legal rights flowing from these adjudicated issues of fact, we found Larson company entitled in law and equity to a perpetual and universal injunction against Wrigley company's Doublemint and in adjudicating that issue of law, we necessarily adjudicated the following subordinate or foundational issues: That Larson company was the owner of the common package and had the exclusive rights to make and sell it; that Wrigley company had wilfully trespassed upon Larson company's rights; that Wrigley company was intentionally forestalling Larson company; that Wrigley company thereby constituted itself the agent of Larson company in making and selling the common package that was the property of Larson company, and that Larson company was therefore entitled to stop the activities of its self-appointed agent."

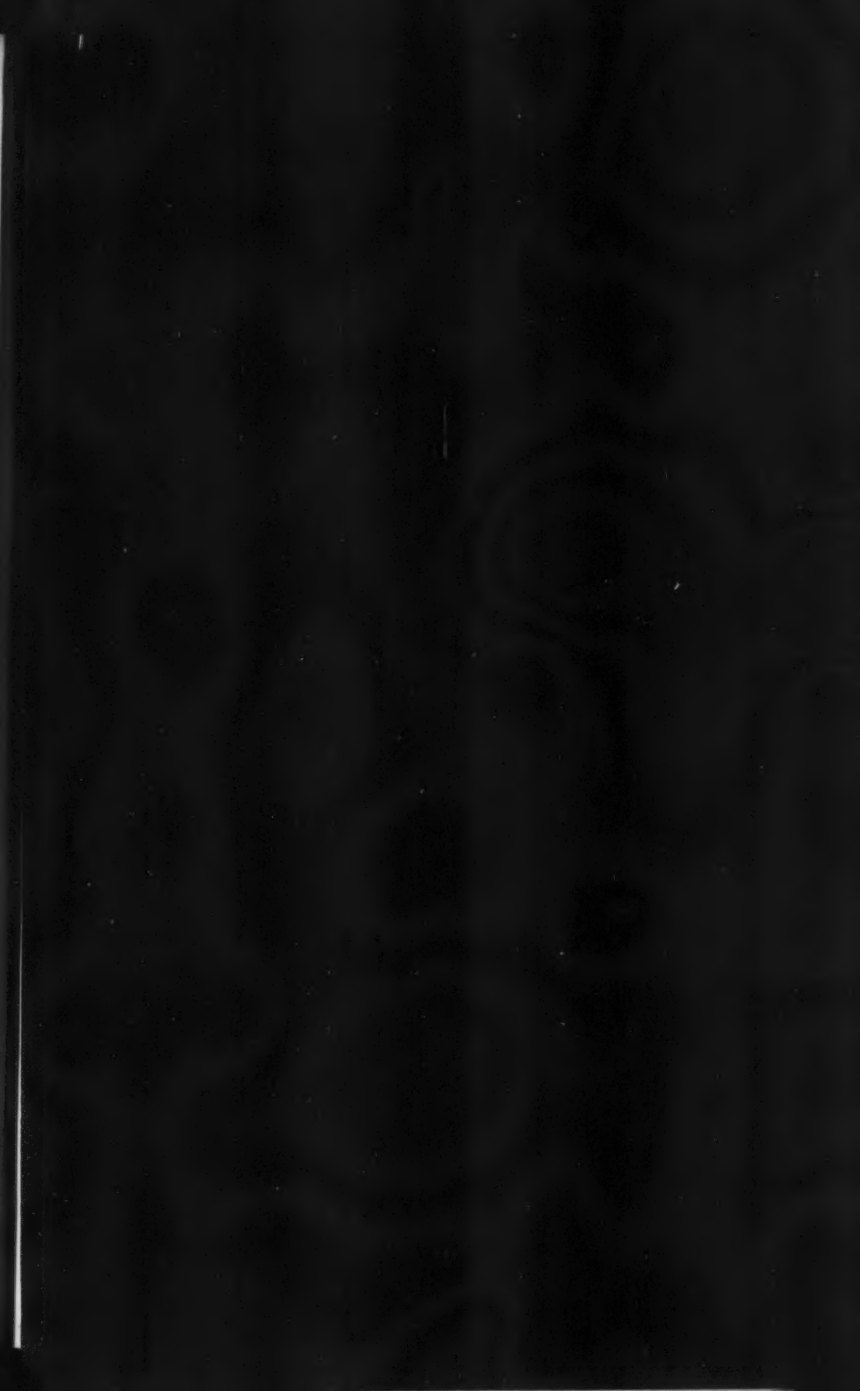
### Newspaper Representatives Meet

John Budd, of the John Budd Company, and Thomas H. Moore, associate director of the Bureau of Advertising of the American Newspaper Publishers Association were the speakers at the recent monthly meeting of The Six Point League, New York, an association of newspaper representatives.

Speaking on the newspaper advertising representative's business, Mr. Budd said: "We must know well not only the publications, their circulations and readership qualities, but the merchandising possibilities of their fields as affecting many products. We must be able to put into forceful selling argument these co-operating factors."

Joseph F. Finley, president of Story, Brooks & Finley, Inc., president of the League presided.

The next meeting will be held at the Hotel McAlpin on December 4.





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# by these facts

## you can pick your best 1924 MARKETS

1. Population, buying power, and accessibility of population to trade outlets.
2. Factors assuring permanency of prosperity.
3. Actual need for and sales possibilities of your product.
4. Degree of previous exploitation by manufacturers of similar or competitive products.
5. Concentration of population and ease of covering territory with salesmen.
6. Ability and attitude of wholesalers.
7. Responsiveness of trade and consumers to selling effort.
8. Strength of local advertising media.

*Apply these measurements to every market you expect to develop in 1924, and apply them especially to the one described in the next three pages. It meets them fully.*

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## The Indianapolis Radius

Population, 1,806,209, 91.8% native born white.

Area—70 mile radius from Indianapolis.

Hourly service by rail, electric, and motor bus from Indianapolis to every point.

Per Capita wealth of Indianapolis (based upon assessed value of real estate only) \$1,731.05.

Motor cars in Indianapolis Radius, 281,152.

Building operations (Indianapolis only) \$26,110,607. (1922) \$28,758,000 1923 (Estimated)

**HEREWITH** are facts about the Indianapolis Radius—facts, not opinions. They indicate how fully this territory measures up as an exceptional market, where an adequate selling effort brings certain success. Merchandising here is comparatively simple. There is a total lack of those peculiarly complex factors inherent in many markets that can hamper your effort. Bring a good product here, merchandise it adequately, and profit is absolutely certain.

## Here's Why the Indianapolis Radius is Unique Among Markets

(Indianapolis and the 70 mile trading territory)

**1. Population of** the Indianapolis Radius is 1,806,209—91.8% native-born whites. Based on the assessed valuation of real property within the Indianapolis city limits, the individual per capita wealth is \$1,731.05, disregarding wealth represented by bonds, stocks, bank deposits, buildings not subject to taxation, etc. By means of a radiating network of railroads, electric and bus lines, more than 25,000 visitors come to Indianapolis every day to buy. Indianapolis is a larger retail market than any other city of its size in America. Thus this market represents a population of nearly two millions, with an unusually high buying power and an unparalleled accessibility to your retail outlets.

**2. Prosperity in** the Indianapolis Radius is a permanent thing, immune to the fluctuations common in territories where one or two products are the basic source of wealth. 1200 factories in Indianapolis alone employ 76,700 wage earners drawing annual pay in excess of \$100,000,000. Indiana industries produced \$1,901,846,000 in 1920, the date of the last official figures. And so varied are the lines of manufacturing that they touch practically all lines of business. Supplementing this vast manufacturing business, is the wealth of some of the most fertile farming lands in America. Agriculture and industry, widely diversified, insure permanent prosperity to the Indianapolis Radius. You need not fear a depression that will nullify your selling effort.

### Wholesale Establishments

	Indianapolis Radius	Indianapolis
Grocery	58	13
Drug	14	3
Dry Goods	12	5
Hardware	20	6



**3. Sales Possibilities** There is a tremendous market in the Indianapolis Radius for building materials and allied products, automobiles and accessories, tires, clothing, foods, toilet articles, miscellaneous household equipment, electrical appliances, furniture, tobacco. The merchandising department of The News makes surveys of the market for prospective advertisers, showing specifically the opportunities, resistances, and best methods of distribution for particular products. Avail yourself of this service.

**4. Previous Exploitation** The merchandising department of The News is also equipped to make analysis with reference to a specific product showing its definite opportunities and the resistances or favorable conditions caused by previous exploitation of the market by competing manufacturers. This service is rendered prospective advertisers gratis.

**5. Transportation** Indianapolis is reached hourly by rail, electric line or bus is maintained from Indianapolis to the limits of the Indianapolis Radius. Salesmen can cover this territory intensively in minimum time. This reduction of the selling expense is important and unique to this market.

**6. Wholesaling** Indianapolis is a wholesale center of semi-national importance. Due to the unexcelled transportation facilities of the territory, Indianapolis Radius jobbers cover it intensively. The wholesale radius of Indianapolis includes Indiana and parts of Illinois, Michigan, Ohio and Kentucky. It is true that Indianapolis Radius jobbers are good merchandisers, friendly to new products, willing and eager to co-operate in real selling campaigns.

**7. Responsiveness** Nothing we could say here would indicate the responsiveness of this market to real selling efforts as truthfully or as strongly as the experience of merchandisers in this field. The News has detailed data on all the merchandising successes in this territory covering many years. This information is yours if you can use it.

**8. One Cost** You can merchandise in the Indianapolis Radius with but one advertising cost. Proof of this statement is on the next page.

### Retail Establishments

	Indianapolis Radius	Indianapolis
Groceries	6,243	1454
Drugs	1,393	276
Dry Goods	552	145
Hardware	1,079	81
Auto Accessories and Garages	1,754	360
Furniture	700	114
Shoes	996	70
Men's Clothing	822	79
Jewelers	573	91

### Retail Buying Habits

Article	Percent Purchased in	
	Downtown Stores	Neighborhood Stores
Groceries	6.6	93.4
Toilet Articles	76.7	23.3
Clothing, Shoes	89.4	10.6
Medicines, Drugs	27.6	72.4
Hardware	64.5	35.5

(Figures based upon detailed survey conducted by The Indianapolis News)



*The map shows the Indianapolis Radius and marks the sphere of greatest influence of The News, the logical trading area surrounding Indianapolis.*

**Y**OU can merchandise in Indianapolis with one advertising cost, space in The Indianapolis News, because The News is unique among newspapers in its coverage and its profound influence over its readers. Practically every newspaper reader in Indianapolis reads The News—more copies of The News are delivered every day into Indianapolis homes than both other newspapers combined. You need only The News. Ask News advertisers.

### News Circulation

(Daily average for three months ending March 31, 1923, as reported to A. B. C.)

Total City	76,764	
Total Suburban	24,605	
Total Local (City and Suburban)	101,369	101,369
Total Country		25,964

Total Net Paid 127,333  
(There are 79,550 dwellings and 89,256 families in Indianapolis, according to 1923 estimates. The city circulation of The Indianapolis News is 76,764.)

### News Lineage

Every year The News carries far more local, national, classified and total advertising than any other Indianapolis newspaper. This year, January to October, 1923, The News has carried in its six issues per week 292,668 agate lines of advertising in excess of the combined total of all other Indianapolis newspapers. Year after year The News ranks among the first three or four evening newspapers in the United States in amount of advertising carried.

This is the story of News lineage, written in dollars and cents by advertisers. It is proof of the value of News space.

## The Indianapolis News

FRANK T. CARROLL, Advertising Manager

New York Office  
**DAN A. CARROLL**  
110 East 42nd Street

Chicago Office  
**J. E. LUTZ**  
The Tower Building



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# Sales Subjects That Interested Association of National Advertisers

A Grouping, under Subject Heads, of Varied Sales Problems That Were Presented for Discussion at This Association's Annual Convention

THE Association of National Advertisers at its annual convention held during three days of last week at the Westchester-Biltmore, Rye, N. Y., gave far more attention to sales and distribution problems than ever before in its history. The contrast between the program of this year and that of 1922, when many of the subjects were concerned with advertising technique, is marked.

On the floor of the convention there were discussions of many sales subjects, some of which were not scheduled on the program of the convention. These discussions, and not the program of this convention, are reported in this issue of *PRINTERS' INK*, not in a chronological order, but rather in a grouping under the subject discussed. These discussions follow this general report under the headings of:

- (1) How Procter & Gamble Decrease Salesman Turnover.
- (2) Prospects of Growth for Retail Sales Outlet.
- (3) Judging Sales Cost on a Time Basis.
- (4) Who Should Sell Advertising to the Salesman?
- (5) Is Period of Deflation Imminent?
- (6) How to Get Effective Commercial Research.
- (7) Value of Co-operative Advertising Questioned.
- (8) Distribution and Marketing Personnel.
- (9) Judging the Value of an Advertisement.
- (10) How to Clear the Channels of Distribution.

The president of the Association, P. L. Thomson, advertising director of the Western Electric Company, in his annual report, and the members of the Association by voting a change in by-laws, have taken steps to broaden the Association's scope of endeavor.

A preliminary report on this convention in *PRINTERS' INK* of November 15 gave a statement from Mr. Thomson indicating that the Association would definitely commit itself to a program calling for greater work on problems of selling, merchandising and distribution. Mr. Thomson's annual report as president, a position in which he was continued by unanimous vote from the floor, will be found immediately following the reports on discussions at the convention.

The change in by-laws of the Association makes voting power of membership resident in, first, the president or other executive of a member company; second, in the sales manager of a member company, and third, in the advertising manager. In other words, the right to cast the one vote of a member company will first belong to the head of that company.

The secretary-treasurer of the Association, John Sullivan, in his annual report indicated that there was a demand for a broader field of activities. Most of the questions asked by membership companies during the last year, according to Mr. Sullivan, were concerned with marketing, selling and merchandising. He suggested that the Association take steps looking to the creation of a personally disinterested marketing service.

After re-electing Mr. Thomson president, a position to which he had been elected on September 13 in succession to the late George B. Sharpe, the Association made the following elections:

Vice-presidents: G. Lynn Sumner, advertising counsel of the International Correspondence Schools; E. T. Hall, secretary, Ralston Purina Company, and W. S. Ashby, advertising manager, Western Clock Company. Directors for four-year term: Ralph

Starr Butler, advertising manager, United States Rubber Company; S. E. Conybeare, advertising manager, Armstrong Cork Company; R. K. Leavitt, advertising manager, Onyx Hosiery, Inc., and J. S. Wichert, advertising manager, Mellins Food Company of North America. Director for one-year term: Stanley H. Twist, advertising manager, Ditto, Inc.

Addresses that are not given under a subject heading at the conclusion of this report were those by Harry Tipper, manager of *Automotive Industries*, who spoke as chairman of the program committee for the London Convention of the Associated Advertising Clubs of the World, and W. A. Durgin, chief of the Division of Simplified Practice, United States Department of Commerce.

Mr. Tipper urged that the Association of National Advertisers be represented officially at the London advertising convention.

Mr. Durgin explained and interpreted the work that had been done toward simplification of stock paper sizes, a subject which has been previously reported in **PRINTERS' INK**.

There also were three addresses at the Association's annual banquet on the second night of the convention. These addresses, which were broadcast by the American Telephone and Telegraph Company, were by J. Butler Wright, Third Assistant Secretary of State; Whiting Williams, and Lou E. Holland, president of the Associated Advertising Clubs of the World.

Mr. Wright explained the work and purpose of the United States diplomatic and consular services and the relationship of the Department of State to other Governmental departments headed by members of the President's Cabinet. Mr. Williams, lately returned from the Ruhr district, where he had worked as a laborer in coal mines, related his experiences in that venture. Mr. Holland, who had come from a district convention of his association at Corsicana, Tex., explained the progress

being made in planning for the annual convention of the Associated Advertising Clubs, at London, next July.

The first evening of the convention was given over entirely to a demonstration of the use of radio for indirect advertising by the American Telephone and Telegraph Company, under the direction of W. E. Harkness and George A. McClellan, of that company.

The discussions of the convention, under the subject headings already indicated, the president's annual report, and a summary of a report made by the Association's agency relations committee follow in the order named:

## How Procter & Gamble Decrease Salesman Turnover

H. G. Kenagy, chief of the sales research department of the Procter & Gamble Company, in an introduction to an address made on "The Cost of Distribution and Misfit Salesmen," declared that he would talk on only one aspect of that subject and that was "Turnover of Salesmen as My Company Had Studied the Subject."

The Procter & Gamble Company, according to Mr. Kenagy, is endeavoring to cut its turnover by determining the exact type of man it wants as a salesman. He then explained how this determination was arrived at. His explanation may be summarized as follows:

As its first endeavor Procter & Gamble took the records of all of the salesmen then with the company; gave special study to the application blanks of these men, and was able to determine the exact statistical value of about nine or ten of the items on its application blanks. These findings, given in graphic form on charts by Mr. Kenagy, showed the following conclusions:

**Age Factor**—On the score of age men between thirty-two years and forty years are best fitted for



# GROWTH

## ADVERTISING LINEAGE

Nov., 1923, 29,552

Nov., 1922, - - - 21,705

Nov., 1921, - - - - - 17,385

## CIRCULATION PRINT ORDER

Dec., 1923, 1,338,000

Dec., 1922, - - - 1,175,000

Dec., 1921, - - - - - 1,030,000

# Cosmopolitan

Thirty-five Cents

Procter & Gamble sales jobs. The applicant for a sales job, who falls within these ages, stays longer with the company. Mr. Kenagy stopped at this point to emphasize the fact that each group of industry must discover its own best age limits for salesmen, and it would not be safe for anyone to apply the results obtained by Procter & Gamble to his own business.

*Dependents*—The salesman with a wife and one or two children dependent upon him for support stays longer than the unmarried man, the married man without children, or the married man with more than two children.

*Previous Employment History*—The relation of the length of time that a salesman will stay with Procter & Gamble is dependent upon the length of time that he held his last previous job. The salesman who has been on a previous job for six years or more is a better risk.

*Kind of a Previous Job*—This factor is more important, perhaps, than the length of service. The salesman who has previously been in business for himself, whether he has succeeded or not, is the best risk.

*Height*—This factor is of some significance in endeavoring to find how long a salesman will stay. The height of the sales group of the entire country, according to Mr. Kenagy, is two inches higher than the average height of the general male population (U. S. Army figures). The average height of salesmen throughout the country is 5 feet 96/10 inches and the average height of the entire male population of the country is 5 feet 76/10 inches.

*Intelligence*—There were no figures available for testing the value of this factor, and, therefore, the experiences of another company had been used. This particular company, he said, had given a revision of the United States Army intelligence test. From this test it was found that salesmen who had stayed with this particular company for only a short term of service, scored best in the

intelligence test. In other words, they were too bright and, knowing this fact, did not stay with the job. "Intelligence considered alone," Mr. Kenagy said, "is not a highly important factor in a sales job. The other factors involved, when combined, are more important than intelligence. There is a general level of intelligence best suited to a particular line."

## Prospects of Growth for Retail Sales Outlet

A picture of the possibilities for future growth of various types of sales outlets to the consumer was painted by Paul H. Nystrom, director, Retail Research Association, at the conclusion of an address on "The Dealer and the National Advertiser."

On department stores Mr. Nystrom offered these observations: Department stores have reached the climax of development. There is not at the present time a big and important department store in this country that was not in existence in 1910. The number of department stores is in a stationary proportion with the increase in population. New department stores come only in growing suburbs.

Concerning chain stores, he said: "Chain stores are going ahead rapidly and will continue to do so for some time. The phenomenal increases in the total sales volume of chain stores are due to increases in the number of units.

"Some chain stores have a fixed policy that when a store reaches a certain volume of sales a new unit is established immediately in the vicinity of that store.

"Co-operative stores have no prospect of growth in the immediate future. Other countries have had more success with this type of store, due to the fact that the service offered by the retailer in those countries has been miserable. Retail competition in this country is too keen and the variety

(Continued on page 133)



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LOOK forward to spring: Harper's Bazar will not only carry your announcements of spring merchandise to the more than well-to-do women in every city, but also to the buyers in the 867 leading stores in 289 different cities.

# Harper's Bazar

2/- IN LONDON

50c

6 fr. IN PARIS

**The Largest**  
**DAILY Circulation**  
morning or evening  
**in America!**

**October, 1923: DAILY—723,204; SUNDAY—603,051**

WHAT the  
largest Daily Circulation in America  
means to advertisers—



## A CUP of coffee . . . . .

this morning, the more than  
100,000 buyers of the Daily News  
and the adult members of  
their families, *drank* more than  
two million cups — *or*

one heaping tablespoon per cup  
sixty tablespoons per pound

## 33,000 lbs. of coffee

that somebody *must* sell to  
News readers every day!

In October, 1923, the morning, evening and  
Sunday newspapers of New York and Brooklyn  
carried 644,728 agate lines of food advertising.  
Of this total THE NEWS carried 28,804 agate  
lines. News readers are a wide-open market for  
food advertisers.

# THE NEWS

*New York's Picture Newspaper*

25 Park Place, New York—Tribune Bldg., Chicago

# A Rich Territory That Can Be Successfully Covered by Advertisers in THE LOUISVILLE HERALD

Louisville is Alive, Busy, Bustling, Growing and Prosperous.

Louisville's importance as a manufacturing center, according to the directory recently issued by the Louisville Industrial Foundation lists 758 individual manufacturing enterprises employing a total of 58,813 workers here. The survey also states that

## \$62,467,998.61 Annual Wages Are Paid

That 18 of these industrial institutions are recognized by the fact as being the largest of their kind in the world, that seven others are the largest in the United States, while 14 of these plants lead all competitors in the field south of the Ohio River.

There is a corresponding increase in wages of employees of \$29,468,000 over that of 1919. Newly established industries are gaining rapidly and older ones are expanding their facilities. Building permits have kept pace with industrial development and growth.

Surely a Rich Field Advertisers Should Not Overlook. Can be thoroughly covered in Louisville, Kentucky and Southern Indiana with

## THE LOUISVILLE HERALD

*Kentucky's Greatest Newspaper*

**The Shaffer Group**

CHICAGO EVENING POST  
INDIANAPOLIS STAR  
LOUISVILLE HERALD  
ROCKY MOUNTAIN NEWS  
DENVER TIMES  
MUNCIE STAR  
TERRE HAUTE STAR

QUALITY PUBLICATIONS

### FOREIGN REPRESENTATIVES

**Kelly-Smith Co.**

Marbridge Building - New York  
Lytton Building - - - Chicago

**Geo. M. Kohn**

Walton Building - - - Atlanta

**R. J. Bidwell**

Market St. - - - San Francisco  
Times Building - - - Los Angeles

# The Unwisdom of Charging "All the Traffic Will Bear"

Such a Policy Keeps a Business Small and Holds an Umbrella for Competition

KAFFEE HAG CORPORATION  
CLEVELAND, Nov. 6, 1923.

Editor of PRINTERS' INK:

This is the first time I have called upon you for help—and what I am asking for may be hard to furnish.

The sales executive of a certain company said to me yesterday that, in his judgment, it was sound business to charge what the traffic would bear, varying the charge with the individual case. In other words, it was his contention that the one-price policy was not good business, but that a variable price was.

Naturally I argued vehemently—and now I want authorities, if authorities there be on this, to me, most obvious proposition.

Any citations you can give me to articles on this subject will be appreciated. Especially articles about firms who have changed from a variable-price or variable-discount (which is the same thing) policy to the one-price-to-all policy.

And I thank you.

KAFFEE HAG CORPORATION,  
G. A. BAKER,  
Sales and Advertising Manager.

THE Kaffee Hag Corporation should not find it difficult to secure authorities supporting its side of this "most obvious proposition." Practically any large manufacturer, particularly if he is a national advertiser, will testify for this company. In addition, our Research Department has compiled a list of references to articles published in PRINTERS' INK which should aid in clinching the argument.

There are two methods of charging all the traffic will bear. The first, and more obvious, is fixing the price to correspond with the purchaser's ability or willingness to pay. This is commonly done in the medical, dental and other professions. The physician frankly admits he bills his patients in accordance with his ideas concerning the bulkiness of their pocketbooks. Some patients are charity patients. Others are asked to pay only a moderate fee. But, if the physician feels that a certain patient's pocketbook is well filled and that the catch is easily opened,

he does not hesitate to charge what the traffic will bear. He makes no bones about it. Most everybody is aware of it.

That is where the physician differs from the business man who charges as much as his conscience and the shrewdness of the purchaser will permit. The manufacturer or dealer who has a variable price policy is continually in hot water. He endeavors to give each buyer the impression that no one else is buying at the same low figure. Naturally, when the deception is revealed the buyer is disgruntled.

There are numerous other evils attendant upon this policy of operating on a variable price basis. Ruinous price cutting, sub-rosa deals and a host of similar practices, follow in its wake. "Let the buyer beware," was discarded so many years ago as a business plank that it is now ancient commercial history. The leading manufacturers, wholesalers and retailers stick to the one-price policy and it is generally safe to conclude that when the majority of successful business concerns follow a certain rule, that rule can profitably be imitated by others. Advertisers, especially, subscribe to this principle. In fact, one of the important benefits which advertising confers is that it frees the advertiser from the yoke of price concessions.

The second phase of the subject has to do with the plan of operating on a uniform price basis, but making this price "as high as the traffic will bear." Coupled with this frame of mind is usually the fear of over-production and saturated markets. The manufacturer adopts the attitude that if he produces too much he will not be able to sell the output unless he cuts the price and, if he cuts the price, he assumes he will lose money. Consequently, he limits

production and exacts the highest price he can obtain for the restricted output.

Ranged against this notion is the principle that the best business is to be had only with continually increasing production, accompanied by constantly decreasing costs of production per unit and similarly decreasing sales prices. This policy would be more prevalent were it more widely realized that a market can seldom be saturated. Over-production is more often than otherwise a misnomer for under-consumption, which usually is a direct result of underselling. Nor is that mere juggling with words. Time and again, manufacturers have oversold their plant facilities while competitors complained that the market was saturated.

Of course the classic example that refutes the theory of over-production is the automotive industry in general and the Ford motor car in particular. H. M. Jewett, president of the Paige-Detroit Motor Car Company, relates an incident which illustrates the point. In 1903, Mr. Jewett was offered a quarter-interest in the Ford Motor Company, as part payment of a debt of \$12,500. He consulted his banker and was advised to refrain from settling on that basis, the banker claiming the automobile market was saturated. There were probably fewer than 1,000 cars in the country at the time, Mr. Jewett said.

The reason so many million automobiles have been sold is that prices were continually graded downward except during the war period. Each price cut tapped a new buying stratum. Consequently, even with an annual production of over 3,000,000 passenger cars there is still no danger of over-production.

Ford has publicly stated and demonstrated that it is better to sell a large number of a single product at a small profit than to sell a few at a large profit per unit. He tells the story of a friend who asked, when Ford was contemplating a reduction of \$80 a car, whether on a production

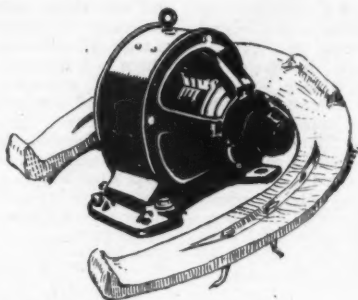
of 500,000 cars this would not reduce the company's income by \$40,000,000. Ford explained that if he sold only 500,000 cars his income would certainly be reduced \$40,000,000 dollars.

At this time the car was selling on a \$440 basis. The price was lowered to \$360. Ford assured his acquaintance that instead of selling 500,000 cars at the new price he would sell 800,000 during the year. He did that very thing and the profit statement for the year read like a tale from the Arabian Nights. Ford says: "Every time you reduce the price of the car, without reducing the quality, you increase the possible number of purchasers. So it has been my policy to force the price of the car down as fast as production would permit and give the benefits to users and laborers—with resulting surprisingly enormous benefits to ourselves."

#### A RETURN MADE TO CUSTOMERS

Ford has so little faith in the policy of charging all the traffic will bear that one year, when profits were much larger than had been expected, the company voluntarily returned \$50 to each purchaser of a car. He said at the time: "We felt that, unwittingly, we had overcharged the purchaser by that much." Last month Ford domestic production established a new October record with a total output of 185,924 cars and trucks. Evidently, the end is not yet reached.

The telephone is another example of what happens when the reverse English is used on the practice of charging all the traffic will bear. When telephones were expensive, comparatively few people had them, and then only for business reasons. As the cost decreased they got into the higher-class homes. Today, when telephone service is comparatively cheap, it is looked upon as a necessity. It cost thirty-five cents, and reserved seats fifty cents, to attend the first lectures and demonstrations of the telephone given by Alexander Graham Bell. Since then, the advance of the telephone



## Thousand Volt Horseshoes

That's what the motive power of the street railway wears today.

A \$389,000,000 horse-drawn industry has now grown to a \$6,000,000,000 electrical industry.

Scattered over the country are more than 800 electric railway companies, each with its need of cars, power equipment, ties, track, paints, oils, grease—and a lot more.

Early in the year these companies lay their plans for the next twelve-month spending program. And every year at this time the Annual Statistical and Progress number of Electric Railway Journal helps them with these plans.

Electric Railway Journal reaches over 98 per cent of all the electric railways in the United States. This special issue, published January 5, forecasts the trend of electric railway development by giving vital statistics from which electric railway executives can plan future operations and formulate policies. It is looked forward to—used—re-used—and kept in the files for reference.

Here is a market place where interested buyers come, ready to spend. They are seeking to buy what you have to sell. Be on hand at the time when your products are needed, and wanted.

*McGraw-Hill Publications are straight-line bearers of industrial products to industrial buyers.*

## ELECTRIC RAILWAY JOURNAL

A MCGRAW-HILL PUBLICATION

TENTH AVENUE AT 36TH STREET, NEW YORK

from the status of a scientific toy to that of a business and social necessity has been one of the wonders of the age. Nowhere else in the world has it been popularized to the same extent as in this country. Surely, it is more than a coincidence that the cost of service here is less than in any other country in the world.

Like Ford, John Hertz, president of the Yellow Cab Company, believes in the principle of reducing prices to increase profits. At one time the prices the company charged were: 70 cents for the first half-mile and 40 cents for each subsequent mile. Now the charge is 20 cents for the first half-mile and 10 cents for each subsequent half-mile. Mr. Hertz says: "It is this company's fixed policy to limit profits to a fixed percentage. This is done, not merely to give a low-priced taxicab service, but in order to increase profits. We try, not to get more money from individual riders, but less. We make up for it by getting more rides and riders. This is the best profit plan we have ever discovered."

In 1893 the total production of the Carborundum Company was fifty pounds of an abrasive which sold at 40 cents a carat or \$880 a pound. The supply exceeded the demand. Today, the same company is making millions of pounds a month and disposes of the entire production. The price of carborundum has come down as fast as the demand grew. Advertising played an important part in bringing the cost of this product within reach of the average individual. At the same time it is apparent that the company did not believe in charging all the traffic would bear or carborundum would still be classed with the precious metals, both in high price and limited sale.

Perhaps at this point, it would be well to interpose the remark that when prices are under consideration, it should be understood that the demand of all customers is not the same. A certain market will always exist for excessively high-priced merchandise

and in these sales pastures it sometimes is almost advisable to charge all the traffic will bear. There is a demand on Fifth Avenue, for example, for \$50 silk shirts, and similarly outrageously priced items. But there is a far greater demand for shirts selling in the neighborhood of \$5 and, surprising as it may appear to some, there is more profit in these lower-priced shirts if sales are in proportion.

#### STICKING TO ONE IDEA

For example, the Rauh & Mack Shirt Company began in 1897 in a modest way, with a small plant and only a few machines. Steadfastly, though, it held to one idea—the idea of making better shirts to sell at a popular price, and of so standardizing the production of these shirts that they might stand for maximum value in the eyes of the trade and the public. Six modern manufacturing plants, producing more than 3,000,000 shirts annually, have grown out of this idea. In 1924 there will be a seventh factory. No doubt the manufacturer of \$50 silk shirts would gladly swap businesses with Rauh & Mack; that is, if profits were any inducement.

Jackson Johnson, chairman of the board, of the International Shoe Company, believes that one of the chief causes of general stagnation in business has been the failure of the manufacturer, wholesaler and retailer to lower prices as opportunity offered. The International Shoe Company has consistently followed the program of pricing goods to meet the purchasing power of the masses in so far as the price of leather and other materials entering into shoe construction warranted. As a result, the company has succeeded in coaxing out timid dollars and it has enjoyed continuous operation, a large volume of business, and satisfactory earnings, at a time when others in the industry were hard hit.

This idea of giving more and better value for less money, and doing it first, instead of charging all the traffic will bear, is being



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## Mount Vernon, Ill. (Population 9815)



—Add this new commonwealth to your map. It's a circle—radius 150 miles. Call it "Globe-Democrat Influence." The capital is St. Louis.

The population exceeds 4 1/4 millions. The wealth is based on a wider variety of natural resources and industry than any other state can show.

The Globe-Democrat serves the entire 49th state. No other single newspaper even claims such coverage.

**St. Louis**  
the City with  
\$87,000,000  
to spend on  
municipal  
improvements

What about a prosperous manufacturing town such as this, with four thriving industries and four large railroads offering it excellent transportation facilities? . . . A good place to sell merchandise, isn't it?

Mount Vernon has bank deposits totaling \$5,000,000 and—

- |                              |                           |
|------------------------------|---------------------------|
| 50 Grocery Stores            | 4 Drug Stores             |
| 14 Auto Dealers and Garages  |                           |
| 3 Hardware Stores            | 3 Jewelers                |
| 5 Building Material Builders |                           |
| 5 Shoe Stores                | 5 Dry Goods Stores        |
| 3 Furniture Stores           | 2 Stationers              |
| 3 Confectioneries            | 3 Men's Furnishing Stores |

The Globe-Democrat is widely read in Mount Vernon. Dealers and consumers study the advertisements appearing in the Globe-Democrat and regulate their buying habits accordingly.

Circulation in Mount Vernon:  
Daily—417; Sunday—1462

# Globe-Democrat

St. Louis' Largest Daily

F. St. J. Richards, . . . New York  
Guy S. Osborn, . . . Chicago  
J. R. Sclero, . . . Detroit

C. Geo. Krogness, . . . San Francisco  
Dorland Agency, Ltd., . . . London  
Asso. American Newspapers, . . . Paris

We could not be satisfied  
unless we gave St. Louis  
her BEST Newspaper.

## --- take October for instance!

Without printing any "special editions" or "special pages" or making any "special drive" The Times-Picayune last month:

**Q** Printed 1,529,703 lines of advertising. This was a gain of 93,999 lines over October, 1922, while one contemporary lost 92,927 lines and the other's gain was but 22,691 lines. It was a lead for the month of 92% over one contemporary and 45% over the other.

**Q** Printed 921,263 lines of local display advertising, which was a gain over October, 1922, of 104,730 lines, while one contemporary lost 51,318 lines and the other lost 6358 lines. This was a lead of 312,371 lines or 51% over one contemporary and 203,944 lines or 28% over the other.

**Q** Printed 241,590 lines of national advertising—a lead of 143,055 lines or 145% over one contemporary and 108,848 lines or 82% over the other.

**Q** Printed 366,840 lines of want advertising—a lead of 276,354 lines or 305% over one contemporary and 253,798 lines or 225% over the other.

**Q** Led in 28 out of 36 standard classifications—department stores, food products, financial, furniture, building material, amusements, jewelry, tobacco, men's wear, musical and eighteen others, while each contemporary led in four.

Do you know of any other paper in a city of three seven-day papers which can present a comparative showing so strong?

Only sustained maximum results and service can explain the overwhelming and constantly growing preference of all classes of advertisers for The Times-Picayune.

# The Times-Picayune

**FIRST FOR THE SOUTH**

proved by individuals in every industry. A particularly valuable by-product of this policy is that it keeps out irresponsible competition. Take the recent radio craze. When it began, prices were high. Profits were large. Individuals entered the industry who were thoroughly incompetent. Now that competition is forcing prices down the weaker sisters are dropping by the wayside and the business is being conducted on a saner basis. Just so long as profits per unit are kept low enough to compel efficient manufacturing and selling, irresponsible individuals cannot play havoc with the established concerns.

#### INVITES COMPETITION

The manufacturer who charges all the traffic will bear makes it easy for others to enter his domain, and before long he finds that a competitor who operates on a small profit per unit basis is seriously challenging his supremacy.

E. A. Showers, president of the Showers Furniture Company, adopted, from the beginning, the process of gradually bringing prices down to meet purchasing power. "Our system is simple," Mr. Showers explains. "Give the people good stuff at the right price. When you save a dollar through reduced cost or increased volume, don't squeeze it and hang onto it. Pass the saving on to the people." Over fifty years of successful manufacturing have proved that Mr. Showers' idea is as profitable as it is simple.

Delmonico's—in its time one of the most famous restaurants in the world—went into the hands of a receiver in the latter part of 1918. This was before the eighteenth Amendment went into effect. Slow turnover, due to charging all the traffic would bear, as one of the principal causes of the failure. Delmonico's gross profit per sale—the mark-up—was large enough to make the average restaurant owner's mouth water. But the sales did not come fast enough, and the business failed despite the long profit. On the

other hand, the Childs' restaurants were making money on a gross profit per sale which is only a fraction of Delmonico's.

The prime question to decide is whether one wants a majority or a minority market. The latter consists of selling to the "four hundred." Surprising as it may sound, the business of the four hundred is not alluringly profitable. Just a few weeks ago a famous clothing establishment on Fifth Avenue went into the receiver's hands. Other establishments appealing to the majority market are making decent profits.

Incidentally, it is interesting to note that even Tiffany does not make it a practice to charge all the traffic will bear. Of course Tiffany's prices do not compare with those charged by a low-grade store, but they are much lower than a more grasping policy might seem to justify.

The Coca-Cola Company has endeavored to maintain its five cents price since it felt this offered the widest market and the greatest possibilities for an increasing volume of sales. The company has said in advertising: "To charge all that the traffic will bear is bad business at any time. . . . The policy that overlooks the insured dollar of tomorrow to pick up the loose dime of today points away from prosperity to demoralization. . . . Sane prices are the only sound policy and safeguard of success one year with another."

This statement was published in paid space during 1920. For that year, the company reported net income after charges, but before Federal taxes, of \$2,451,062. For the year 1922, net income before taxes was \$7,148,459, which would indicate that the policy is not without its just compensations. Incidentally, \$15,126,000 was invested in advertising Coca-Cola from 1913 to 1922.

The General Motors Corporation is another conspicuous example of a tremendous business built on the policy of underpricing rather than overpricing. Only recently General Motors an-

nounced the lowest-priced six-cylinder automobile in the world. One piece of copy read: "The new Oldsmobile Six could not be sold at \$750, except for the combined manufacturing experience of Oldsmobile and the great resources and facilities of General Motors."

William Wrigley, Jr., has always kept his price at five cents. There was no rise in price even during the war period. It is not surprising, therefore, to learn that Wrigley's net profits for 1922, after all charges and Federal taxes, totaled \$6,146,635. This compares with net profits of \$4,910,677 for 1921.

Here is what Dwight Armstrong, of the Armstrong Cork Company, has to say on the subject: "A manufacturer must figure for reasonable returns on the capital invested in his business. The surest way to reach the figure decided upon is to cut the unit profit to a place where maximum production will bring in the returns desired. This puts the business on the soundest possible basis and is the principle upon which this company has consistently sought to operate its plants over a period of years."

The first Kodak made a picture of two and one-half inches in diameter. It was a crude and bulky affair. It sold for \$25. A far better camera, superior all around, can be bought today for half the price and less. Eastman Kodak net profits for 1922 were \$17,952,554, after depreciation and Federal taxes. The National Biscuit Company does not charge all the traffic will bear. Nevertheless, net earnings for the first nine months of this year were \$9,071,091.

A gross profit that is too high works mischief with a business, because its twin brother is extravagance. When goods are priced too high, selling expense rises, since the need for a restraining hand on expenses is not urgent for a time. Overhead gets out of hand and the need for turnover is likely to be forgotten.

Finally, it is obvious that adver-

tising and charging all the traffic will bear are incompatible. The two are utterly opposed to each other. Advertising aids to dispose of the volume production which permits low prices. It causes the spectre of saturated markets to vanish and thus eliminates the main argument of the individual who limits production and charges all the traffic will bear because he fears his market is not large enough to consume volume output.

—[Ed. PRINTERS' INK.]

### Money Orders to Germany Again in Order

The remittance of money orders between the United States and Germany, which was interrupted by the war, has been resumed. Under the terms of a new convention which has been ratified by the United States and the Republic of Germany, money orders payable in Germany may be purchased at any international money order office of the United States Post Office Department. These will be issued in United States currency and payment will be made in marks at the rate of exchange prevailing on the date of arrival of the money order in Germany.

Money orders issued in Germany will be paid for in marks and converted by the German government into dollars which will be paid to the payees in the United States.

The Department states that remittances sent by means of the international money order system are absolutely safe and that, if for any reason the orders cannot be paid, the amounts will be returned to the remitters.

### Query Column Furnishes Trust Company Copy

The reproduction of a clipping from the investment information department of a newspaper was recently featured by The Equitable Trust Company, New York, in its newspaper advertising to illustrate the necessity for its "Safe Keeping Service." The clipping with its question and answer disclosed the situation of an investor who discovered eight months late that his bonds had been called with resultant loss of interest.

### Pacific Coast Campaign for Dining Tables

The Beaver State Furniture Company, Portland, Ore., manufacturer of the Lundin-Leaf dining tables, has started a campaign on that product in Pacific Coast newspapers. This advertising is directed by the Botsford-Constantine Company, Portland and Seattle advertising agency.

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# What is Success?

A wonderful chance to measure yourself

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**W**E go trudging forward, you and I—doing the day's work and looking forward to some cherished goal. We may never reach the goal; that would be disappointing. Or, when we reach it, we may find it not worth having striven for. That would be tragic.

Which goals of human existence justify the investment of a lifetime? By what standards can a man measure himself in

---

terms of what is essentially worth while?

**I**N The American Magazine for December, H. G. Wells bluntly discusses just how much of a person you are.

It is an amazing article—amazingly and brutally frank.

Of Napoleon, whom men count successful, Wells says: "He did nothing but sprawl across the attention of mankind."

Of David Lloyd George, whom America welcomed with such distinguished honors, Wells writes: "He might have done as greatly as Lincoln. At the end of *his* war, Lincoln talked of reconciliation; Mr. Lloyd George talked of searching the pockets of the prostrate enemy."

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And of Lord Northcliffe, once the "most powerful private citizen in the world," this is Wells's comment: "He was like a boy in a crowded tenement who had bent all his energies on getting a gun. He got it—a tremendously, overwhelmingly bigger gun than he ever hoped for; and ammunition—and everything except the aim!"

If Napoleon, Lloyd George and Northcliffe were failures, who then is a success? Are you?

You have, in this article by H. G. Wells, a wonderful chance to measure yourself. Get it today. You will understand when you read it why *this* magazine has such a tremendous hold on more than two million readers, and why it adds to that number every day.

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There is a difference between the "success" which is the mere acquisition of things, and the success which is battle, and sacrifice, and achievement. The first success is superficial; with it The American Magazine has nothing to do. The other success is Life; and The American Magazine is made from Life.

*The*  
**American**  
*Magazine*

2,000,000 Circulation

*Frank Braucher, Advertising Director*

**The Crowell Publishing Company**

**381 Fourth Avenue**

**New York, N. Y.**

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# Advertising a Staple to Soften the Retailer's Job

Hires-Turner Glass Company's Experience with Real Selling Copy

CAN advertising be used to "soften the job" of the retailer in the sale of a staple product, the demand for which at first glance seems to be a fixed and known quantity, with the consequence that price is the controlling factor? If the answer is in the affirmative, can such advertising be made to pay the individual wholesale distributor, or must it be confined to co-operative campaigns on the reasoning that all will share in any increase of business?

The problems embodied in the foregoing queries are so general that any affirmative answer to both, particularly when backed by the results of experiment, will probably find some application in every line of business. Scores of solidly established business houses take the view that when there is no merchandising problem there is no need of advertising.

## "PUBLICITY" NO LONGER CHIEF AIM

The Hires-Turner Glass Company, Philadelphia, was not quite in that classification when it launched an experimental advertising program three years ago, with the purpose of getting its own answers to the questions above. Prior to that time, however, its advertising was more or less perfunctory and unorganized, with no definite policy unless it might be to spend as little as possible. The sole end sought was publicity. Compared to the present day campaign the company might have been called a non-advertiser. How its views have changed was indicated recently when it took customers into its confidence and furnished them with the reason why it conducts an advertising campaign.

On the back of a 6 by 9½-inch blotter mailed to some 25,000 customers and potential buyers appeared the following:

## Do You Remember

The Bud Fisher Cartoon which pictured Jeff in jail, wearing stripes with a ball and chain on his leg?

Jeff is at work on a stone pile and is tackling a whopping big rock with a sledge hammer. Although he hammers away for a long time, the rock doesn't break. Along comes Mutt, pushes Jeff aside, takes one swing at the rock and smashes it to smithereens. Naturally Jeff is much disturbed at this. He looks at Mutt and then exclaims: "Well, if I hadn't softened it up for you you never could have done it at the first crack."

Our advertising in the newspapers and an endless variety of catalogues, booklets and folders directed at builders of homes, factories, warehouses, institutions and all other types of buildings softens the architects', the contractors' and the retailers' job. It teaches the consumer to buy the right kind of glass for his particular building—that there are different types of glass as well as different grades. It helps develop new business by suggesting new uses for glass and making timely reminders.

We believe in advertising.

It helps you and helps us.

The Hires-Turner company was established in 1864. It has warehouses and sales rooms at four points—Philadelphia, Rochester, Washington and Albany, and it covers intensively by salesmen the territory in and adjacent to these cities. In the sixty years of its history it has established direct contacts with all of its important customers, who include contractors, builders and similar large users of glass for industrial and construction purposes; furniture and mirror manufacturers, picture frame makers, sash and door mills, etc. Until the present campaign was launched no effort was made to reach beyond these buyers, and as a matter of fact it was the general opinion in the trade that it wouldn't pay to do so.

Glass, it was argued, is simply glass in the great majority of cases. It is a staple, used by everybody but with relatively few direct buyers. It is a product that cannot be branded or guaranteed except for certain specialties making up only part of the line. The most highly finished piece of plate

glass contains imperfections which can be found if they are sought, although in the finer grades they are microscopic. Price, as stated above, was the controlling factor, except as it could be modified by direct contacts between the house and its customers, and by service. The company had gone about as far as possible in the latter direction, carrying complete stocks in all four warehouses, as to staple lines, and being on a basis of equality with other distributors in the time required to get through special orders.

Meeting these conditions, the company was maintaining its sixty-year record of expansion, but it was felt that something was needed to insure a continuance of this growth. The decision to experiment with advertising aimed in great part at the actual users of glass, as well as the direct buyers, was more or less of a "last throw." Advertisements of the announcement type were discontinued and a newspaper campaign was started. There was no prior decision as to whether this should be regulated by seasons. The response was so gratifying that it was determined soon to operate on an all-year basis.

Originally most of the effort was confined to the newspaper campaign, but since then more and more attention has been paid to the importance of the follow-up, and without any diminution of space this phase has come to be considered half the job. In addition these two forms are supplemented by a series of bulletins, or special catalogues. In the copy one-column space of various depths is used regularly in all the daily newspapers of the four cities named, and also in adjoining cities such as Syracuse, Albany, Troy, Schenectady, Utica, Camden, etc.

The original problem "what can be said about glass?" is now forgotten, and the query today is "what shall we say next?" The subject matter of the copy covers a wide field of general and specific information relating to glass, its manufacture, its origin and uses. Incidentally, this general

campaign was the first step in the national advertising to increase the use of plate glass, although it has no direct connection with that campaign by plate glass manufacturers. The selling stress is applied to all the specialties at different times, but the point is never overlooked that the great bulk of the product is window glass. A great deal of educational work has been done in these little advertisements to acquaint the public with the difficulties of manufacture, one effective phrase being to the effect that most glass is made to "look through, not at."

In the direct-mail follow-up the company endeavors to reach between 25,000 and 30,000 potential users of glass, including regular customers, at least once a month. Postal cards are used exclusively. A 7 by 10-inch mailing piece was selected, partly to attract attention and also to furnish room for copy on both sides. As a rule the left-hand half of the address side is devoted to the name of the company and a list of the kinds of glass handled. The messages on the backs of the cards cover as wide a variety of information as the newspaper advertisements. The following on plate glass is typical, under the caption "A Diamond in the Rough."

Before beveled and polished plate glass approaches the final stages of beveling, polishing and shaping, it can be truly and accurately likened to a diamond in the rough.

Few of us but those actively engaged in handling glass realize how many operations and how much time is required to convert a stock sheet of commercial polished plate glass into a piece of beveled, polished plate glass.

Like diamond cutting, beveling is an art. No less than five divisions of skilled labor are necessary to perform the operation. They are roughers, emeryers, smoothers, while-wheelers and buffers or polishers.

Every order for beveled, polished plate glass is a special one. It is rare that any two orders are exactly alike. This means that beveled, polished plate glass cannot be carried in stock, and that time for manufacturing operations must elapse between the placing of an order and the delivery of same.

These facts should always be kept in mind by those who contemplate using beveled glass. Avoid delays and disappointments by placing your order a sufficient length of time ahead of your actual requirements to permit the necessary manufacturing operations.



The Journal's ability to reach and influence Buying Power is responsible for it receiving 60% more lineage from National Building Material Advertisers during the first ten months of 1923 than the second paper. The Journal's lineage was 110,570.

# THE MINNEAPOLIS JOURNAL

*Represented in New York, Chicago, and  
San Francisco by O'Mara & Ormsbee, Inc.*

On the first or address side of the card the word "Glass" always appears in a large and distinctive type, which is carried also through all the newspaper advertising and in all the bulletins. This type spelling of the word is now as much a part of the company trade-mark as the lighthouse illustration; in fact the word is now incorporated with the drawing in most of the advertising. The post-card is used in this form exclusively on the theory that even where it gets but a cursory glance it will register the company name and trade-mark, or both, no matter which side falls upward on the desk of the recipient. There is no envelope to open.

Photographs are frequently used to illustrate some phase of the manufacture or handling of glass. History is searched occasionally for facts of interest relating to the product, as, for instance, in the card describing "a tax on windows" originated by William III in England in 1696, later adopted by France and now showing its results in the rural districts of the latter country by the lack of windows in the average dwelling. Another card headed "our Ambassadors" contained photographs of the company's salesmen.

The educational nature of some of the newspaper copy is illustrated by the following:

#### A ton of molten glass.

Imagine, if you can, a clay pot four or five feet in diameter and over a yard high, containing about a ton of molten glass, the whole white-hot mass traveling by overhead crane from an oven to a big steel casting table. An awe-inspiring sight. What if the pot should break? But it goes on its way to the casting table and, when poised directly above it, the pot is tilted and its contents poured onto the table.

As the mass of glass is poured on the table it spreads out exactly like a mass of dough and, to follow the simile further, like dough, a roller passes over it to flatten or bring it to a uniform thickness suitable for further stages of manufacture.

This is a process in the making of polished plate glass.

The general catalogue of the company is sent out to known customers, and to those requesting it. It is so complete that it is used

as a sort of text-book for salesmen in the trade. Notable among special catalogues is "Live in the Sunlight," which is devoted to homes. It contains twenty-four pages of fine photographic reproductions of dwellings, interiors and exteriors. According to William Plummer, Jr., advertising manager for the company, the number of direct inquiries produced through newspaper advertising for this catalogue alone, and the consequent sales traced to it, is sufficient to justify the whole campaign. In this and in other special catalogues the company has endeavored to insure permanence by using information of general value, such as tables and diagrams of various kinds for architects.

#### Cigar Lighter to Be Advertised as Motor Accessory

The Whiteland Manufacturing Corporation, New York, is planning to conduct an advertising campaign in New York newspapers on the Whiteland cigar lighter, a new product which is to be merchandised as an automobile accessory. The advertising plans for this product contemplate the use of magazines at a later date. Creske-Everett, Inc., New York advertising agency, will direct this campaign.

#### Charles Cory & Son to Start National Campaign

A national advertising campaign will be started immediately by Charles Cory & Son, Inc., New York, manufacturers of electrical communication and signaling devices. Newspapers and business publications will be used. This campaign will be directed by Groesbeck, Hearn & Hindle, Inc., New York advertising agency, which also will direct a sales promotion campaign for this account.

#### J. H. Radoms Joins "Jewish Daily Forward"

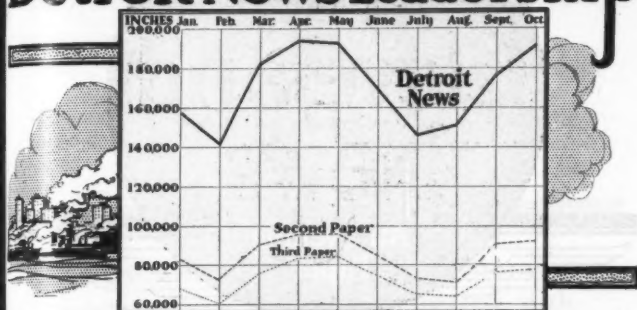
Joseph H. Radoms has joined the *Jewish Daily Forward*, Philadelphia. He was formerly with *The Day* and the *Jewish Morning Journal*, New York.

#### Santa Paula, Cal., Has New Daily

The *Daily Chronicle* is the name of a new publication which is being published at Santa Paula, Cal., by McPhee & Co.



# A Graphic Picture of Detroit News Leadership



**Detroit News Prints 23,900,296 Agate Lines Of Advertising First 10 Months Of This Year**

FEW cities of more than a million population possess one newspaper that covers the field so thoroughly as The Detroit News. That explains the unique advertising leadership of The Detroit News. Few cities of Detroit's size can boast of a medium which publishes more advertising than all other competitors combined.

During the first ten months of this year The News published 23,900,296 agate lines of advertising, the second paper printing 12,015,836 lines, and the third 10,629,738.

The Detroit News has the greatest circulation in Michigan, either week day or Sunday, and the greatest circulation in its history, giving advertisers a rare opportunity to cover the whole rich Detroit market with one newspaper—a fact well appreciated by those who know the Detroit field.

A glance at the chart above indicates to what extent The Detroit News is chosen the advertisers' exclusive medium. Month after month The News shows enormously greater volumes of advertising than either of the other two papers, and a greater volume than both combined.

## The Detroit News

275,000 Circulation Daily ; 275,000 Sunday



## Think This Over!

That more and more foreign—or national—advertisers are finding Cleveland to be an EVENING PAPER city is again unmistakably shown by the way they distributed their advertising among the city's principal daily papers during the first nine months of this year.

In this period, The Cleveland News made a larger gain in total columns of foreign advertising than any other Cleveland daily paper, showing a growth of 24.5 per cent over the same period of 1922.

The two EVENING papers, together gained practically three times as much

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*Cleveland is an EVENING PAPER City*

---

foreign advertising as the two morning papers—1539 columns compared with 556—while each of the EVENING papers gained more than twice as much as the leading morning daily.

In Cleveland, advertise in the EVENING  
—advertise in THE NEWS.

The Cleveland News and Sunday News-Leader are represented by George A. McDevitt, Inc., 303 Fifth Avenue, New York, and 914 People's Gas Building, Chicago.



*and*

## —the more concentrated

a manufacturer can place his advertising, the more accurately can he answer the question—"Does your advertising pay?"

How frequently is advertising in mediums of national circulation charged up to "General Publicity"?

How many manufacturers can really answer the "Does it pay" question on the basis of *traceable results* from their appropriation? How many must be content to reason in this manner: "Advertising is a good thing. We have not run the kind of campaign from which we could expect to trace definite results. However, as our business has increased, the advertising must have paid."

It takes not a little courage to place an advertising campaign on a basis where it *can* show or *not* show results.

Newspaper advertising enables a manufacturer to prove definitely whether advertising has paid in certain markets and whether it has not in others.

It is not a question of advertising *per se*, but it is a question of the most profitable medium to use as the best means to reach a given market.

### Invest in Newspaper Advertising

## E. Katz Special Advertising Agency

Established 1888

### Publishers' Representatives

Chicago  
Kansas City

New York

Atlanta  
San Francisco

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# Getting the Salesmen to Push a General Co-operative Plan

A Group of Manufacturers Hold a Joint Sales Convention to Bring Salesmen into the Program

By Henry Burwen

**M**AKING the salesmen a prominent part of a co-operative plan for increasing the demand for service equipment in general is the method being used right now by the manufacturers comprising the Service Equipment Associates.

Most co-operative campaigns for the promotion of general demand for a type of product have taken the form of advertising, the salesman being a secondary instrument whose part of the job is to spread information of what the manufacturers are doing for the intermediate distributing agencies. The Service Equipment Associates' plan differs in that while co-operative advertising is being used, the salesman is made the primary instrument; and furthermore, the jobber is the pivot upon which the campaign rests, while the consumer is the garage and service shop which buys equipment with which to perform labor for the automobiling public.

The plan by which this salesman movement has been started is unusual and should be interesting to every industry which has the problem of developing demand.

The Service Equipment Associates comprise a group of seventeen manufacturers of garage and service station equipment—under which classification comes such items as forges, drills, electrical testing devices, cranes, jacking outfits, air compressors—in other words, the tools of the trade. The association is in a way an offshoot of the Automobile Equipment Association which is an organization of manufacturers and jobbers of parts, equipment and accessories.

For some time this group of associates had been running a joint advertising campaign in

automobile trade papers designed to sell garagemen on the necessity of adequate equipment. A slogan "The Best Equipped Shop Gets the Business" was adopted, which, with the photographed face of a typical garageman, was run as an identifying mark in all the advertising of the individual associates. Then at one of the meetings of this association, a plan was formulated for utilizing the manufacturers' salesmen more directly in promoting the plan by getting more activity on the part of the jobber.

All of these manufacturers distribute their equipment through jobbers. It may sound a bit strange to say that a plan for getting the jobber to become an important instrument in putting over an idea like increasing the general demand for a class of product is practical. Yet the plan as it is being carried out bids fair to be very successful. For the manufacturers' association is doing more than simply asking the jobber to push service equipment; it has worked out a plan to show him how to do it, to his own profit, and is working it so that force is applied at both ends of the line.

The opportunity for bringing the jobber actively into the picture through the medium of the manufacturers' own salesmen was presented by a consideration of the under-developed state of the market. It has been estimated by authorities in the automotive industry that during 1923 \$900,000,000 will be spent for service labor. To perform this volume of labor there are 41,000 car dealers, 44,000 garages, and 31,000 repair shops. A survey of shop equipment showed that the average value of equipment used in these shops was but \$4,000,

which the manufacturers' association estimated represented only a third of what an adequately equipped shop should have. In other words, it had taken over twenty years of development in the automobile industry to equip repair and service shops to the extent of one-third. Was it not possible, the manufacturers asked themselves, to move this rate of development ahead in the next few years by strong co-operative work? They concluded it was possible. They further concluded that one of the most effective things they could do was to get the jobbers actively pushing for sales on service equipment, and to work out a plan to make this feasible.

"It is no criticism of the jobber," said M. T. Rogers of the Burton-Rogers Company, one of the members, "that he does not push any particular product, but rather is in the position of accepting orders offered him. We sometimes condemn him severely because he does not push our lines hard enough, but are we fair in doing so? One jobber told me recently that he had 4,800 items in his catalogue. He has countless salesmen calling upon him, each talking his own special proposition. Is it strange that he does not become excited over any of them? It was the essence of our plan to get all of the salesmen who sell service equipment talking the same thing to the jobber rather than a score of different things and by this cumulative salesmanship of a single idea get him so impressed with the value of the idea that it would begin to mean something to him."

What the associates did was to hold a joint convention of their salesmen, during the early part of August, at French Lick, Ind. One hundred salesmen, representing most of the fifteen manufacturers east of the Rockies, convened for a three-day conference, where the plans in view were laid before them and definite lines decided upon for carrying them out. This co-operative plan was the head, end and

middle of the entire three day's program; co-operation along definite lines was drummed into the members. And it must be said that the salesmen rose to the opportunity splendidly. To jump ahead of the story slightly, here is what one of these salesmen reported within two weeks after the convention closed:

"I have already got three jobbers in my territory to agree to specialize on service equipment. They are now waiting for me to take the next step.

#### JOBBERS ARE RECEPTIVE

"The executives of the different jobbers to whom I have talked were very receptive of anything I might suggest to increase their business on the equipment end. The task before us, I should think, would be comparatively easy if we hop to it while our jobbers are in this mood.

"The next step I have promised is to give their men a talk along the lines brought home to us at our French Lick convention.

"In Louisville it is quite possible I will have a joint meeting of all the executives and salesmen of three different jobbers. In Cincinnati I will probably have the same condition, and I am positive I am going to have at least two meetings in Columbus, and one in Canton.

"As soon as I get these sales talks over, a man is going to be chosen by practically each of the jobbers to take complete charge of their equipment department.

"This is only a start. I feel that within the next year I will have practically every one of my jobbers sold on the equipment end of their business and all of them working it from the special standpoint."

The plans outlined for the convention are suggested in this salesman's report. Their objectives were as follows:

First. Get every jobber to put in a special service equipment department. Instead of handling service equipment as so many separate items, get him to think of them as a special and important department of his business.

**A  
million  
Chicago  
readers  
able to buy  
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**CHICAGO  AMERICAN**  
**EVENING**

**a good newspaper**

The point is that while it may be difficult to get a jobber to pay special attention to a single item, it is possible to get him to pay special attention to a cohesive group of items. We must get him to look upon this group of items as something of special importance which needs special pushing and which it will be profitable to him to push.

Second. Wherever possible get him to put a single individual in charge of this department of his business. This individual will then become the object of concentrated educational work from these salesmen. The reason is that selling service equipment requires more than the surface knowledge necessary in selling staple accessories. A plan might be worked out to send this department manager to a regular training school to be organized by the manufacturers.

Third. Get the jobber to use goldenrod color for the sheets in his catalogue, showing service equipment, the object being to get all concerned thinking about service equipment as a really important factor of the automotive industry.

#### ADVANTAGES TO THE SALESMAN

The advantages in carrying out these objectives were presented to the salesmen from a number of different standpoints. First, it was an opportunity for themselves personally and for their companies. All together pushing a single idea would no doubt increase the sales of their equipment. The sales resistance at present was considerable. Co-operative work would help to reduce it and make their work easier. Larger sales naturally mean larger salaries and profits.

Next, they were performing a valuable service for the jobbers. As indicated by the report of the salesman previously quoted, jobbers are anxious for and appreciative of real help. This plan was a real help to jobbers. It actually showed them how they could, despite their multiplicity of products, specialize in pushing, not a single item as a whole, but a class of products, which perhaps

up to that time they had never looked upon as a united class. Furthermore, some jobbers had naturally considered the same idea but were doubtful about its possibilities. Getting the leaders to start it would show the others that it was a profitable plan and persuade them to fall in line, to their own advantage.

As a help to the service stations themselves, the plan was not unimportant. That "The best equipped shop gets the business" is not an empty slogan was illustrated by the report of a test made by a fleet owner in the West. Three shops were engaged to do identical work, each being told that a large service contract depended upon the quality and price of the special job. Shop A charged \$1.50 an hour and was completely equipped with mechanical aids; its bill was \$9. Shop B charged \$1.25 an hour and was partially equipped; its bill was \$15.75. Shop C charged \$1 an hour and had nothing but hand tools; its bill was \$21. Furthermore, pressure of automobile manufacturers on their dealers was forcing the latter toward modern equipment. To co-operate successfully the general garage and service shop must match this tendency. Selling the general idea of service equipment would help to keep many of these people in the race.

Lastly, as an economic advantage, the importance of the plan should not be under-rated. It could be conservatively estimated that of the \$900,000,000 to be spent in 1923 for service labor, 10 per cent could be saved by the use of adequate mechanical equipment. That meant a direct saving of \$90,000,000, which in the natural course of events would be divided between the public and service shops. It was furthermore pointed out that at present the marketing costs for service equipment were inordinately high. Combined selling and advertising expense amounted to about 20 per cent of sales, which far exceeded the cost in other lines of business where the general demand was actively established. At present it was pointed out the general selling resistance and the



**I***N less than two months,*  
over three thousand letters  
have been received by the  
Home Building Department of  
Hearst's International Maga-  
zine.

These letters are from readers  
who intend to build new homes.  
They have asked for a copy of  
our booklet, "Forty Ways to  
Lower Home Building Costs"  
and other specific information  
on this important subject.

So keen an interest in home  
building suggests a promising  
market to the advertiser of  
building materials and the many  
other products which go into  
the making of a new home.

\* \* \*

The Home Building Department of Hearst's International Magazine is conducted by the Architects' Small House Service Bureau. The Bureau is controlled by the American Institute of Architects and endorsed by the United States Department of Commerce, the only organization of its kind in existence.

*Hearst's International*  
A Liberal Education *Magazine* Norman Hapgood  
Editor

**F**OLKS out West all know about The Standard Furniture Company. They have served the public in Seattle, Washington, and adjacent territory for 60 years. At present they are helping over 30,000 families to better their homes.

175 to 225 people are employed in their store. Seven covered auto-trucks handle deliveries. Their buyers attend the furniture markets in Chicago, Los Angeles, San Francisco and Tacoma.

Seattle buys the following, and many other items not listed, from The Standard Furniture Company:

Aluminum Ware	Furniture (Juvenile)	Screens (All Kinds)
Awnings (Hammock)	Furniture (Camp)	Sewing Machines
Bassinetts	Furniture (All Kinds)	Shades (Porch and Hall)
Baskets (All Kinds)	Glassware	Steds
Bedding	Hammocks	Statuary
Benches	Hampers	Stoves (Coal and Wood)
Blankets	Humidors	" (Coal and Gas)
Cabinets (All Kinds)	Irons (Electric)	" (Gas and Fire)
Cages (Bird)	Jardinieres	" (Electric)
Candlesticks	Ladders	" (Oil)
Carpets	Lamps (All Types)	Swings (Porch and Lawn)
Carpet Sweepers	Linoleum	Tapestries
Carriages (Baby)	Mats (All Types)	Tassels
Chests (Cedar, Oak, Mahogany)	Mirrors (All Types)	Tents
Chinaware	Novelties (Smokers)	Toys
Clocks (All Kinds)	Oil Cloth	Trunks
Cookers (Fireless)	Paints	Utensils (Cooking)
Cradles and Cribs	Photographs and Records	Vacuum Cleaners
Curtains and Draperies	Pottery	Velocipedes and Wagons
Cushions (All Kinds)	Refrigerators	Washers (Clothes and Dish)
Furnaces (Pipeless)	Rods (Curtain)	Yards (Baby)
	Rugs	



*Herbert A. Schoenfeld*

Vice-President

The officers and buyers of The Standard Furniture Company read The Grand Rapids Furniture Record each month.

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# The Grand Rapids Furniture Record

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**Relative Percentage to Total Sales Volume**

Sewing Machines .. 2.3 per cent	Furniture ..... 36.0 per cent
Refrigerators ..... 10.0 " "	Radio ..... 1.6 " "
Photographs and series & Curtains 5.5 " "	Ivory Goods ..... 0.6 " "
Coverings ..... 20.0 " "	Bedding ..... 3.0 " "
China and Glassware. 2.2 " "	Leather Goods ..... 1.0 " "
Open Utensils .... 4.0 " "	Trunks ..... 2.0 " "
Gas Furnaces .... 1.2 " "	Umbrellas ..... 0.4 " "
..... 2.0 " "	Sewing Machines ... 0.2 " "
	Silverware ..... 2.0 " "
	Total .... 100.00 " "

# Furniture Record

D I C H I G A N

forwarded upon request

B. C.  
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great amount of sales work necessary to cultivate the market brought service equipment almost into the class of specialties. Co-operative work by removing that sales resistance would in time permit perhaps halving the marketing expense.

Now as to the specific means taken to carry out the plan. First, it was necessary to get each salesman talking to jobbers the big idea instead of just his particular piece of equipment. During the convention each member was furnished a joint catalogue, which had been compiled, showing the equipment of each manufacturer. This book the salesman was to use in talking about service equipment. It was not the object that he should favor anybody's equipment except his own, although this did not present any serious problem because in only one or two cases were the manufacturers direct competitors of each other; their equipment was all more or less complementary.

It was arranged that all insertions for salesmen's price books furnished by manufacturers should be on goldenrod stock like that suggested for the jobbers' catalogue.

Salesmen were to plan to talk with and educate jobbers' salesmen so far as possible. The school previously suggested was left as a possible later development.

Plans also were formulated to continue the co-operative discussion of the convention by organizing local groups, which were to meet periodically in different sections of the country. That is, the salesmen covering New England comprised the New England group, with a chairman, and were to meet once a month for mutual discussion. There was likewise a Middle West group, a Southern and a Western group.

Something of the mass effect possible by this definite lining up of forces and objectives is indicated in a meeting held the last of October between the New England Group of Associates and the New England jobbers at a dinner given in Boston by the former. Seventy per cent of the jobbers in

New England were interested enough to attend. One of the developments of the meeting was that 90 per cent of the jobbers agreed to use the goldenrod color for the service equipment sections of their catalogues. This of itself means considerable. A clinic to be run by the manufacturers for the education of the jobbers' salesmen was discussed and a committee appointed to work out the arrangements. One jobber, it developed, had been sending his representatives to the factories of different manufacturers of service equipment.

These various developments lead the associates to believe that they have a practicable program which is certain to procure increasingly valuable results as time goes on.

### Philadelphia Utility Advertises Stock to Customers

The Philadelphia Suburban Company, supplying a gas and electric service to twelve cities surrounding Philadelphia within a radius of ninety miles, is using newspaper space to sell its preferred stock direct to its consumers. Under the caption, "Put Sound Values in Your Safe Deposit Box," the copy outlines the necessity of the service being sold by the company, the service it renders, the rate of return on the investment, and that the stock may be purchased on a monthly payment plan. A list of the cities served is also given.

### Literal Translations Still Provide Laughs

Good advertising in the process of translation into a foreign tongue frequently finds ridicule its sole response. Literal translation was responsible for the following, according to a recent issue of the United States "Commerce Reports." A saddlery manufacturer in Spanish-speaking countries advertised his product as "harness full of bugs, for a bachelor horse." Vacuum cleaners have been made "cleaners of emptiness"; monkey-wrenches "wrenches for monkeys," and iron washers "machines to wash irons."

### Fuller Brush Reports New Sales Peak

The Fuller Brush Company, Hartford, Conn., reports sales for October amounting to \$1,514,558, an increase of 48.4 per cent over October, 1922. The previous high-water mark was \$1,392,175 for April, 1923. Sales for the first ten months totaled \$11,997,750, an increase of 30.7 per cent over the corresponding period of last year.



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## Syracuse China

OBVIOUSLY impossible to show the rich coloring of the exquisite patterns in black advertisements, The Onondaga Pottery Co. naturally turned to *Color* in The Quality Group.

While moderate in price and within the means of the average family Syracuse China advertises a lovely product in a superb way, appealing first of all to The Quality Market through the magazines of

### THE QUALITY GROUP

ATLANTIC MONTHLY  
CENTURY MAGAZINE

HARPER'S MAGAZINE  
REVIEW OF REVIEWS

SCRIBNER'S MAGAZINE  
WORLD'S WORK

*Placed by N. W. AYER & SON  
QUALITY GROUP INSERTS are printed by  
ZERSE-WILKINSON COMPANY on Oxford Paper Company's "POLAR."*

PRINTERS' INK



## THE QUALITY GROUP

ATLANTIC MONTHLY REVIEW OF REVIEWS  
CENTURY MAGAZINE SCRIBNER'S MAGAZINE  
HARPER'S MAGAZINE WORLD'S WORK

invariably helps A Quality Product to win  
and hold The Quality Market

Plastic  
QUALITY  
KEESE-WILKINSON COMPANY  
The multitude of freshness  
users — men critical of razor  
demand the utmost  
The



PRINTERS' INK

A Thoroughbred should be advertised in a masterly way.

Gillette does this in

## THE QUALITY GROUP

ATLANTIC MONTHLY    REVIEW OF REVIEWS  
CENTURY MAGAZINE    SCRIBNER'S MAGAZINE  
HARPER'S MAGAZINE    WORLD'S WORK

...able shave is enjoyed by  
users — men critical of razor service who  
demand the utmost in shaving results.  
The price is \$5 and up  
"Three Reasons" is the title of a  
convincing booklet sent upon request

*The New Improved*

# Gillette

SAFETY  RAZOR

GILLETTE SAFETY RAZOR CO., BOSTON, U. S. A.

PRINTERS' INK



JELL-O has been *Color* advertising many, many years.  
—One reason why JELL-O is "America's most famous  
dessert."

## THE QUALITY GROUP

ATLANTIC MONTHLY  
CENTURY MAGAZINE  
HARPER'S MAGAZINE



REVIEW OF REVIEWS  
SCRIBNER'S MAGAZINE  
WORLD'S WORK

**Ruggles & Brainard Inc.**

***Color Pages***

200 Fifth Avenue, New York

Placed by THE DAUCHY CO.  
QUALITY GROUP INSERTS are printed by  
ZEESSE-WILKINSON COMPANY on Oxford Paper Company's "POLAR."



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# How Silk Industry Carried On in Face of Japanese Disaster

Prompt Action of Silk Association of America Kept Market Steady and Prevented Huge Losses and Possible Panic

By Ramsay Peugnet

Secretary and Treasurer, The Silk Association of America

WHEN the news of the earthquake in Japan reached America, the first days of September, everyone interested in the silk industry looked ahead to probable financial losses that might be very serious for the entire trade. The rumors that continued to come from the Orient from day to day were anything but reassuring. Yokohama, the great raw silk exporting city, reports said, was practically wiped out. This must surely mean that the large stocks of raw silk stored there for shipping would be a total loss. It seemed certain, also, that many of the filatures or reeling stations, the great establishments where the fine silk filaments are reeled from the cocoons, had been damaged or destroyed.

More than 80 per cent of the raw silk used in the United States comes from Japan. If large quantities of Japanese silk had actually been lost in the earthquake, shipping facilities crippled, and the centres of production seriously affected, the American industry could not expect to escape a period of panic or extreme high prices unless some drastic action were taken to control the New York market.

It was, at best, a serious situation which the New York silk trade faced on the morning of September 4, when business was resumed after the three-day holiday including the preceding Labor Day. It was natural that the entire trade should look for guidance in the crisis to the Silk Association of America, the organization which, for more than fifty-one years, had been a leading spirit in the industry.

The executive committee of the association met the morning of September 4 to see what could

be done. It is significant that the first and chief subject for discussion was assistance to Japanese sufferers in the stricken districts, and the first business of the meeting was an arrangement for the calling of a special session of the board of managers, the following day, to organize an active campaign for relief funds. At this subsequent meeting of the board, subscriptions totaling \$150,000 were pledged from board members alone. Plans were made for a campaign throughout the entire trade, to be carried out through the association's organized machinery. Within three days \$300,000 had been subscribed, and before the campaign closed the association could list subscriptions to the American Red Cross fund for Japan, collected through its efforts, amounting to more than \$411,000.

Perhaps nothing testifies more eloquently to the fraternal spirit of the silk association than the immediate response of its members to the needs of humanity in Japan. Business worries were laid aside, trade jealousies were forgotten, and the energy and thought of everyone was applied to the problem of aid to those in another country who had been the victims of a terrible calamity. And there can be no doubt but what this first action of the trade helped to make possible the wise and thoughtful handling of the business crisis which the Japanese disaster threatened. Attention was diverted to a comparatively impersonal side of the situation; men had time to view it as a whole, and see their own difficulties in an impartial light. Headlong attempts to conduct commercial negotiations under the confused conditions that at

first prevailed, might have made more difficult the maintenance of the stability of the American silk market. Concentration on a humanitarian service was an actual benefit to the trade itself.

Not until the campaign for funds was well under way was attention really concentrated upon the effects of the disaster on the American industry itself. Both the executive committee of the association and the board of managers, however, at the two first meetings whose primary purpose was the organization of a relief campaign, took precautionary action that was definitely responsible for the absence of any panic or runaway market. The executive committee made public a recommendation that trade operations be suspended until more accurate information could be obtained from Japan. The board of managers, the following day, adopted a resolution recommending restriction of sales of manufactured goods, since it would be impossible, without further information as to conditions in the silk centres of Japan, for raw silk houses to quote regular prices or take contracts for future deliveries. Both of these recommendations had a profound effect upon the entire trade. There can be no doubt that the period of confusion which was indeed threatening the silk industry of America was averted by this prompt and decisive action. The widespread speculation which everyone feared did not occur, and a runaway market was avoided.

As was inevitable while the stricken cities were still in the midst of their tragedy, it was many days before news could be obtained of the fate of the silk stored in Yokohama, the extent of the damage to railroads, docks, and the harbor, or the possibilities of revival of the Japanese market. Even had there been news to report, it could not have come through at first, for cable facilities and codes were destroyed, and many of the clerks who handled their transmission were killed or injured or busy with the life-and-death matters that occupied

everyone. Such cable service as was available, moreover, was of necessity restricted to the transmission of messages as to the safety of friends and families of those in other countries.

By September 12, the date of the regular quarterly meeting of the board of managers of the silk association, it had become evident that raw silk transactions with Japan would be impossible for at least another week. It did not seem advisable to prolong inactivity further. It was therefore recommended to members of the organization that "the ordinary course of business" be resumed on the basis of such information as to supplies and prices of raw silk as could be gathered from available sources. The trade was further advised that contracts be limited as to time of future deliveries, and that "speculative transactions be discouraged and avoided." As a result, business reopened after almost two weeks of inactivity without the extreme prices or speculative buying that might otherwise have seemed unavoidable.

During all this time, the Silk Association of America had taken every possible step to secure authoritative information as to the actual state of affairs in Japan, especially in Yokohama. Due to the chaotic conditions which persisted in the two affected cities, however, and the continued lack of adequate cable facilities, it was not until September 15 that definite information was secured as to the amount and condition of raw silk stocks in Yokohama. It was then said that approximately 28,000 bales had been destroyed in the fire that followed the earthquake; the loss was later increased to approximately 35,000 bales. This meant practically one month's supply, and the news was not reassuring. It was also learned that early reports as to the destruction of the city of Yokohama itself had not been exaggerated. Practically the entire business district was destroyed, warehouses were gone or rendered unfit for use, docks and railroad lines were badly damaged, and the harbor

# The World



## First!

THE RADIO SECTION of THE  
EVENING WORLD, issued every  
Saturday, has the largest circulation  
of any radio magazine in the United  
States.

A fact worth remembering in campaigns  
designed to reach the radio "fans" of the  
country.

## The Evening World

MALLERS BUILDING	PULITZER BUILDING	FORD BUILDING
CHICAGO	NEW YORK	DETROIT
MARKET AND THIRD STS.	TITLE INSURANCE BLDG.	
SAN FRANCISCO, CALIF.	LOS ANGELES, CALIF.	
SECURITIES BUILDING		
SEATTLE, WASH.		

itself was changed. One encouraging word, however, was found in the news that the filatures and silk raising centres of Japan were all outside the earthquake zone, and remained intact. This meant that a normal amount of reeled raw silk could continue to be supplied. The problem was one of transportation and shipping.

The remarkable spirit shown by the people of Japan, in the face of difficulties that might well have seemed overwhelming, was exemplified by the almost immediate attention given to their industry by the leaders of the silk exporting trade in Yokohama. Meetings were held and committees formed to arrange for the revival of the business and the shipment of silk, while the ruins of warehouses and offices were still hot from the fire that had swept them and earthquake shocks continued with alarming frequency. It is perhaps utterly impossible for those of us who have not had such experiences—and who has?—to realize what must have been the state of mind of those who actually went through the horrors of the first days and weeks in September in Yokohama. Many of those who escaped were shattered by all they had suffered; friends, families, private and business possessions, were often found to be lost altogether; danger and horror continued for many days after the first shock and fire. The silk men of America must feel genuine pride in their confreres in Japan, who responded so promptly, under such terrible and unprecedented conditions, to the demands of a business whose international affiliations made its activity vital to more than one country.

Exporters and others connected with the industry met in the ruins of one of the office buildings in Yokohama, within two days after the earthquake and fire, to organize a committee for the reconstruction of their trade. Many difficulties were faced from the beginning, and for a time local rivalries between the two ports of Kobe and Yokohama, one eager to get, and the other to retain, the profitable silk export trade,

threatened to tie up shipments and delay the resumption of trading. The recognition accorded the Silk Association of America by organizations and government agencies in Japan was, in this difficulty, found to be of the greatest benefit. The earnest requests of the association for as prompt shipment of silk as possible, from any efficient port, and its refusal to agree to a blanket postponement of deliveries of silk already contracted for, led to decisive action on the part of the exporters and filature owners, and those who finance them. By November 1, stocks of raw silk in New York warehouses, in spite of the losses and delays, were approximately normal, and October imports were found to be entirely adequate.

The association's refusal to accept wholesale delays in fulfilment of contracts was one of the most effective acts in the handling of the entire situation. Cables from Japanese and foreign exporters in Japan declared that September contracts could not be fulfilled, and requested the extension of at least two months' time on later contracts. The silk association officially insisted upon the fulfilment of all September contracts, and refused to allow extensive delay on others. The greatest fear of the American trade was thus allayed, for cancellation of contracts would of course mean that manufacturers would in many cases have to buy higher priced raw material for the manufacture of goods already sold on the basis of silk ordered at lower rates.

The firm stand taken by the association saved the situation for the American market, but, at the same time, no unreasonable demands were made upon exporters in Japan. A clause was added to the cable sent by the association to Yokohama exporters, providing for delays in deliveries where unavoidable. Delay might be arranged, in individual cases, through mutual agreement between the contracting parties, or through arbitration. Although cancellation was refused, all allowance was made for the

(Continued on page 85)

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# A ready market of 20,000 enrolled housewives eager to buy your food-product

All of these housewives are loyal members of Mrs. Scott's famous North American Cooking Club

(Mrs. Scott's influence in the big Philadelphia Market is far reaching. Let it work for your product.)

Question the women readers of THE NORTH AMERICAN and twenty thousand will answer that they are members of THE NORTH AMERICAN Cooking Club. These 20,000 women, who most likely feed 100,000 hungry mouths every day, are loyal devotees of THE NORTH AMERICAN Food Pages and eager pupils of Mrs. Anna B. Scott. They have been educated to demand advertised products as their guarantee of good quality, and have absolute confidence in the things advertised on THE NORTH AMERICAN Food Pages. They form a ready-made market for food manufacturers who contemplate entering Philadelphia territory—a ready-made market worth thousands and thousands of dollars in immediate sales.

Not only the 20,000 members of THE NORTH AMERICAN Cooking Club, but every North American Reader, is your potential customer. And these readers are financially above the average—American for many generations—adherents to a high standard of living. Thousands own automobiles; tens of thousands have charge accounts in Philadelphia stores; more than one-half own the homes in which they live.

If you want to reach the most prosperous and progressive homes in the Philadelphia trading area, the richest territory in the United States; if you want to "cash in" on the market already created for you—broadcast your message thru THE NORTH AMERICAN, America's Oldest Daily Newspaper.

*Its Character Creates Confidence*

## THE NORTH AMERICAN PHILADELPHIA

New York

Chicago

Detroit

San Francisco

John B. Woodward Woodward & Kelly  
110 E. 42nd St. 811 Security Bldg.

THE OLDEST DAILY  
NEWSPAPER IN  
AMERICA — 1771

Woodward & Kelly  
408 Fine Arts Bldg.

R. J. Bidwell Co.  
742 Market St.

# Tapping a vast a new

*Are dealers "hiding"  
your product?*

*Here is how one manu-  
facturer met the problem*

WHEN the Walworth Company decided to reduce their line from 1700 to 610 items, they realized the necessity of pushing each one to the limit.

They had a superfine wrench. For years it had been a favorite of expert mechanics who knew about it. But—mechanics were about the only ones who *did* know about it, for dealers keep wrenches hidden under the counter.

The makers believed that there was a big *household* market for this type of wrench. It had never been tapped. It never would be—until wrenches were sold on some other basis.

No one had ever thought of *packaging* wrenches before—but that proved the answer!

A special box for each wrench—and a colorful, attractive Display Container picturing everyday uses—were built by Robert Gair. They lifted the product from obscure shelves and drawers to front rank on the counter and in the window. And subsequent sales have proved that they contributed materially to opening up the great new market which the Walworth Company sought to reach.

\* \* \*

ROBERT Gair Company has helped hundreds of manufacturers to realize similar advantages in their own fields. Securing new advertising values—cutting labor costs—assuring better protection for the product in

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# new market through container



transit — these are only a few of the ways in which we have served leaders in the package merchandising world.

Backed by a highly organized Creative and Design Department for scientific and artistic study and research, we produce every element for modern package merchandising—Folding boxes, Labels, Lithography, Corrugated and Solid Fibre Shipping cases.

*Send today for a copy of our new booklet,  
"Testing the Merchandising Value of a Package."*

## ROBERT GAIR COMPANY

350 Madison Avenue, New York

CHICAGO • PHILADELPHIA • BOSTON • BUFFALO

# Facts and Bromides

**Fact No. 1:** The Farmer's Wife stood fourth in point of advertising revenue among the 285 farm publications in 1922.

**Fact No. 2:** Five years ago The Farmer's Wife stood twenty-sixth on the same list

**Bromide No. 1.** It pays to back a winner.  
Nothing succeeds like success.

**Bromide No. 2.** Keeping everlastingly at it brings success.

We have kept everlastingly at one main object: To produce a magazine of a character which would be helpful and interesting to the average farm housewife who has the problem of feeding and raising a large family and at the same time providing a comfortable home for them. All of this apart from her duties in helping to make the farm pay dividends.

No other publication quite approaches The Farmer's Wife in editorial service of this kind and no other has the same degree of reader-interest among farm women who buy or influence the buying of 75 per cent of the merchandise bought for the home and farm.

## THE FARMER'S WIFE

*A National Magazine for Farm Women*

ST. PAUL, MINNESOTA

WALLACE C. RICHARDSON, Inc.  
95 Madison Avenue  
New York

STANDARD FARM PAPERS, Inc.  
1109 Transportation Bldg.,  
Chicago, Illinois

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emergency, and it was not expected that normal conditions could at once be miraculously restored.

An important factor contributing to the stability of the market under such trying conditions was the existence of the established, authoritative and widely recognized rules and regulations for raw silk transactions, formulated and distributed by the Silk Association of America, upon which practically all contracts are based. The fact that it was possible to interpret these rules for the regular and orderly control of the unusual emergency situation was a real aid to the solution of the many problems that faced all branches of the trade. Provision for the settlement of individual cases by arbitration was also made possible by another long established service of the association. For twenty-five years the organization has had active organized machinery for the settlement of trade disputes. It is probable that in the more difficult cases which may arise within the next few months this machinery will be called into play for their just and amicable settlement.

For more than two months the silk trade of America has labored under conditions of perhaps unprecedented difficulty. Prices have been reasonable; no speculation has upset the market; there has been comparatively little confusion and no panic. It is not too much to say that these facts, remarkable under the circumstances, have been due to the prompt and decisive action of the central organization, the only unit that could represent all branches of the trade and safeguard the interests of each.

### Good Results Reported from Apple Advertising

Twenty-six farmers' co-operative organizations handling boxed apples sold more than 6,000,000 boxes of apples of the 1922 crop, valued at approximately \$8,000,000, according to the *Modern Merchant and Grocery World*. Sixteen of these associations advertise their product. The advertising assessments range from one-half to four cents per box, some of the larger appropriations being \$35,000, \$30,000, \$22,700, and \$7,200.

## A Live Advertising Club

BOLTON, MEEK AND WEARSTLER  
YOUNGSTOWN, O., Oct. 31, 1923.

Editor of PRINTERS' INK:

The Youngstown Advertising Club has voted to finance the permanent binding of PRINTERS' INK for the past two years and for all the years to come, installing these in the Youngstown Public Library, where they will be accessible at all times.

In working with our City Librarian in handling this matter, we find that we are short just two copies.

Please send the invoice to the writer at the above address.

BOLTON, MEEK AND WEARSTLER,

PAUL H. BOLTON,  
Vice-President.

MUCH money and time would be saved if more men, planning new commercial ventures, consulted the facts in advance.

The PRINTERS' INK Publications contain problem-solving plans either actually written by the business executives themselves or passed on by them to trained business writers. Business executives both read and write PRINTERS' INK. The results of their work, the bound volumes of PRINTERS' INK, form an invaluable collection of organized facts, which help other executives in solving their sales and advertising problems.—  
[Ed. PRINTERS' INK.]

### Wants Ironer Included in Building Plans

The American Ironing Machine Company, Chicago, manufacturer of Simplex ironing machines, is marketing a new "In-the-Wall" type Simplex ironer. The product is being advertised in home-building publications and by direct mail, and in addition, a special campaign is being made in building publications to persuade architects to include the product in their private home and apartment house plans.

"As to the success of this plan," H. G. Grosse, informs PRINTERS' INK, "it is of course too early to judge. Indications are, however, that this will be a main line with us in several years' time."

### Owens Bottle Reports Profit

The Owens Bottle Company, Toledo, and subsidiaries, reports net earnings of \$3,148,501.30 for the first nine months of 1923. This compares with net profits of \$3,544,862 after taxes and other charges for the entire year of 1922. The company manufactures Owens automatic bottle-making machinery and last April took over the marketing of the Owens tooth-brush. Subsidiaries include the American Bottle Company and the Graham Glass Company.

# What Is the Condition of Bond Advertising?

Cheaper for Bond House to Sell through Salesmen, but Advertising Helps Them

PICKWICK COMPANY  
CINCINNATI, O.

Editor of PRINTERS' INK:

Can you give us some late references on the advertising of bond houses? Don't go to too much trouble—just recent references if you have them handy.  
THE PICKWICK ADVERTISING COMPANY.

WE have sent our correspondent the list of references for which it asks. To discuss thoroughly the question brought up in the letter, it would be necessary to know the kind of bonds in which the writer is interested. There are many kinds of bonds—for instance, government, municipal, state, industrial, public utility, farm and real estate. There are foreign bonds and domestic bonds. There are tax exempt bonds and bonds that are not subject to this exemption. There are short-term bonds and long-term bonds.

Bonds are not customarily considered as just bonds. They are considered as to type, rate of interest, tax exemption, security, maturity, etc. All of these features would have to be taken into account in studying the advertising of this class of securities.

A careful inquiry among well-informed circles gives us the information that bonds, taking them as a whole, are today advertised more than ever before, with the possible exception of the Liberty Loan drives. Bond advertising, however, has not grown to the extent that a few years ago was fondly anticipated. The advertising that is being done is not, as a rule, so intensive as many advertising men would like to see. Much of it is merely the keeping the name of the investment house before the public type. In some cases specific issues are mentioned. Small space generally prevails. Of course syndicate offers of large flotations usually run into bigger space. In the main,

bond advertising as we see it today is pretty conservative.

But there is a very good reason for this. Despite the country's Liberty Loan experience, it is doubtful if there will ever be a big popular market for bonds. A few years ago there was much agitation of the baby bond opportunity—that is, \$100 and \$500 bonds for the man in the street. Several houses started to specialize in this class of securities. Most of these organizations soon found that they could not make the baby bond business pay. There is just as great an opportunity for baby bonds as ever. In fact most issues contain at least a few bonds in \$100 and \$500 denominations. Any investment house is glad to fill orders for the "baby" sizes, but it does not pay them to cater especially to a "baby" clientele or to spend money in advertising these securities.

It should not be forgotten that the bond dealer makes an unbelievably small profit. His margin is so small that he cannot survive if he permits much selling expense. To keep his selling percentage within bounds, he has to be conservative in his promotion. Of course the profit is larger on syndicate underwritings, but not large enough to permit expensive selling. We believe that it is the experience of most bond houses that bonds can be best sold through personal salesmen. Once these men build up a clientele, they can market securities at a very low selling expense. Before the war it was estimated that there were 500,000 regular buyers of securities in this country. The number has probably increased considerably since then, but the number of large bond buyers is undoubtedly very much less than 500,000.

Life insurance companies, trust companies, banks and a scattering

Reprinted from the Nov. 15<sup>th</sup>  
issue of the "N.Y. Times"  
#

## A CORRECTION

In an advertisement in Tuesday Morning's Times the following statement was made by a firm of contemporary publishers, speaking for their magazine:

"This is more newsstand circulation than any other monthly magazine at any price."

To be correct this statement should have read "This is more newsstand circulation than any other monthly magazine at any price *with the sole exception of True Story Magazine.*"

The publishers of the other magazine quote 1,034,000 copies of the December issue as the total number printed for newsstands.

Of True Story Magazine 1,250,266 copies of the December issue have been delivered to the newsstands, giving True Story a lead of 216,266 copies in newsstand distribution over its nearest competitor.

The figures regarding True Story's distribution in this advertisement are correct and true.

Sworn to by Ed. Zoty, Sales Manager  
Macfadden Publications, Inc.  
1926 Broadway, New York City, N. Y.

Witnessed this 13th day of Nov., 1923

(Signed) Belle Landesman

Notary Public

Commission expires March 30, 1924

of a few thousand private investors, are the largest buyers of bonds. They absorb the biggest end of most issues. Obviously this is the sort of a clientele to which it is most profitable for a bond dealer to cater. To be sure the profits on a bond sale running up into many thousands and sometimes into millions may be small, but so also will be the selling cost. We do not say it would not be advantageous for such a dealer to advertise. Advertising would give his house standing and prestige and would ease the path of his salesmen in their relations with their clientele. We do say, however, that it would not pay such a dealer to cater to the masses when he knows that most of his patronage must come from a handful of large buyers.

There is one class of bonds that seems to be an exception to what we have been discussing in the preceding paragraphs and that is real estate mortgage bonds. There are many large houses now operating in this field. Several of them are large advertisers. Their copy is of the intensive, go-getter kind and as a rule large space is used. These houses can afford to advertise on a fairly extensive scale because in the first place they have a larger margin of gross profit to play with than have underwriters of most other bonds.

In the second place, they have a popular market for their securities and hence it pays them to appeal to the general public. Real estate mortgages have always been the favored investment for the small, careful investor. The small-town banker has invariably recommended real estate mortgages to his depositors who wanted an investment, where they could look at the security any time they wished. Thousands of Liberty Loan buyers have been recruited into the ranks of this type of investor, with the result that a tremendous business is now being done in real estate bonds, which is the form that so many real estate mortgages now take.

The only objection we can raise to this investment advertising development is that some of these

real estate bond houses are not conservative enough. They lend too high a percentage of the value of the property. If there should be a considerable depreciation in the value of the property, part of the security back of these mortgages might be wiped out. Of course this objection does not apply to all houses. Many of them operate on a most conservative basis. The quantity of this kind being offered however, will undoubtedly decline with the subsidence of the building boom.—[Ed. PRINTERS' INK.]

### California Brick Makers Join to Promote Use of Brick

Twenty-five common brick manufacturers, from fifteen California cities, representing 85 per cent of the State's brick plants and 95 per cent of the State's production, have organized the California Common Brick Manufacturers' Association. For promoting the use of brick in building, the association has established a fund amounting to nearly \$100,000 per year to be used in newspaper, magazine and direct-mail advertising throughout the State. The advertising account has been placed with Philip J. Meany, Los Angeles advertising agent.

### Spring Campaign Planned for Gearhart Knitting Machines

The Gearhart Knitting Machine Company, Clearfield, Pa., is planning to extend its advertising activities with a larger campaign which will be run next spring. General magazines, mail order publications, farm papers and religious publications will be used. The advertising will be directed by Creske-Everett, Inc., New York advertising agency.

This agency also is directing the advertising of Dr. L. Landis, who is conducting a campaign on a health service. Newspapers in New York territory are being used.

### Alabama Hotel Account for Campbell-Moss-Johnson

The Dinkler Hotel Company, which operates the Ansley at Atlanta and the Tutwiler at Birmingham, has placed its advertising account with the Atlanta office of Campbell-Moss-Johnson, Inc., advertising agency.

### W. L. Gifford with Motor Publication

W. L. Gifford has joined the Chicago staff of *Automotive Merchandising*, New York. He was formerly on the United States staff of *Maclean's Magazine*, Toronto.





Some advertising experts still feel that the prestige of a big magazine is the great influence in lining up the dealer. But show the dealer a campaign in his Country Weekly Newspaper and a much more substantial relationship will result. From several hundred to several thousand local papers are eagerly read there each week, while from a few copies to a score of magazines reach the same community in many cases. Country paper lists, schedules and dealer co-operation arranged. Ads checked and payments made with all bookkeeping done for you by

## American Press Association

JOHN H. PERRY,  
*President,*

WILLIAM GRIFFIN,  
*Vice-President,*

EMMET FINLEY,  
*Secy. & Gen'l Mgr.*

GEORGE A. RILEY, *Treasurer*

225 West 39th Street, New York City

Kresge Building  
DETROIT

123 South Michigan Ave.,  
CHICAGO

58 Sutter Street  
SAN FRANCISCO

Central Building  
SEATTLE

**Country Newspaper Headquarters**

# Markets first—

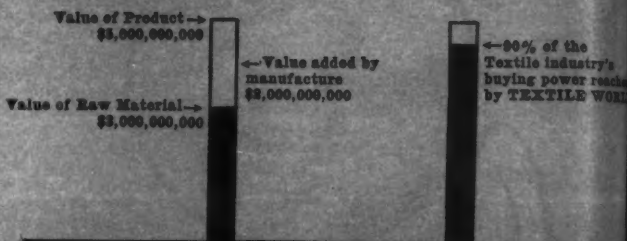


Diagram at the left shows value of product of the textile industry. Figures taken from Census of Manufactures for 1919. Diagram at the right shows percentage of the textile industry's buying power reached by TEXTILE WORLD.

**I**T is encouraging to note the care with which present industrial advertisers are analyzing markets *before* placing their advertising.

Those who are making market analyses will find much helpful information in the report of the U. S. Census of Manufactures. One of the tables in these census reports compares the various industries as to the "value of product."

The total values are divided into two parts showing the value of raw materials and the *value added by manufacture.*

Nov. 22

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# hen Mediums

This last item should be of special significance to advertisers, for in this figure is included money spent for buildings, machinery, equipment and supplies.

In only one other industry is the "value added by manufacture" greater than in the Textile Industry.

Textile mills of America offer advertisers a huge market concentrated within *one* industry.

Furthermore, the men who control 90% of the purchasing power in this industry can be reached through *one* publication—TEXTILE WORLD.

# Textile World

Audit Bureau of Circulations  
Associated Business Papers, Inc.

334 Fourth Ave., New York

There is no other magazine  
like

## CHILD LIFE



**I**N the first place, "Child Life" is read not only by the children themselves, but *by mothers* to their children. An advertisement in "Child Life," therefore, has a mature, sensible appeal to the mother—the one who buys the children's wearing apparel, shoes, foods, toilet articles, toys, books and nursery furniture.

"Child Life" offers a quality circulation of more than 100,000. The homes that receive "Child Life" every month are the kind to appreciate the best in merchandise. They have the financial ability to purchase the best.

And "Child Life" is outstanding in the juvenile field for its editorial content. The most skillful of children's writers contribute to "Child Life." It is illustrated by famous artists for children. Its features are unique. Its whole editorial policy is backed up by the long experience of RAND McNALLY & COMPANY in publishing books for children.

Put your advertisement in "Child Life," where its success is assured. Write for rates and a copy of "Child Life" to look over.

**RAND McNALLY & COMPANY**

*Publishers*

536 S. CLARK STREET

CHICAGO

Mothers who *select* read  
"CHILD LIFE" to their Children



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# Training the Young Salesman

The Cub Needs and Deserves Some Personal Attention before and during His First Calls

By Ralph Crothers

LAST week the sales manager for a nationally known concern near Washington wrote me asking if I knew of two young men, graduated from college last June, who would fit into his sales organization. He told me that every year the company selected eight or ten men just graduated from college and put them on the sales force after some inside training. According to this man, about half of the young men made good and became valuable members of the sales organization. His letter made me think of the many organizations that are planning to add young men to the force during the next month or so. It also induced some thought about the problems facing these young men and the sort of training they are going to receive. That first jump from college life to the daily battle for the elusive order is a big one. It is full of all sorts of trouble and possibilities.

Do you remember the day when you were first given the opportunity to "go outside"? It may have been your first job, to which you came fresh from college. After a certain amount of indoor training you were allowed to make a call or two upon some unimportant customers. It may have been after years of preparation in dusting off the desks, opening letters and then eventually the long sought chance to get out where business was to be found.

If you can bring back those days with any clearness, there are certain things which will probably stand out. There was first of all the attitude of the old-timers on the job—their air of condescension, of amused and tolerant indifference; the jokes they put up on you; the sarcasm which came your way when slight mistakes were made.

The first few days, weeks and months in the cub salesman's life

are really important ones. The question of training him is receiving far more consideration than it did in the old days, but even today serious mistakes are made. A young man is told all of his shortcomings, is crammed full of a lot of miscellaneous material and then sent out to sink or swim. Sometimes he swims. But a few lessons in swimming, a few words of confidence at the right time, would cut down a great deal of the cub turnover, the cub discouragement and the unfortunate experiences at the start, which it sometimes takes years to overcome.

## AN OLD-TIMER SPEAKS

There is a certain sales manager now well along in years who has trained some of the best known men in business today. Once they were cubs with him and they all have a good word for his method and the results which they secured.

He told the writer one or two of his methods recently and they are set down here with the idea that they may perhaps help other young men to get a little more help at the time they need it most. Said this sales manager:

"I have often taken young men just out of college as new material for my sales force. I go on the theory that the sooner I make these young men feel that they are a real part of the organization the sooner they are going to be producers for me. I realize that they have secured some of this organization spirit at college and try to follow along in that path instead of starting them over again.

"For the first step, I give the young man cards with his name printed on them under the firm name almost as soon as he goes to work. I give him, whenever possible, a desk of his own. I list his

name in the house-organ. He is given three full weeks in which to browse through our literature, make a visit to the factory and get acquainted with the rest of the sales staff. During this time I ask him to come to me with any questions which seem important to him. After the first week I ask him to write the questions down. He finds that he is able to answer many of them by the mere act of writing, after a certain amount of experience.

"Then I get the young man in on a conference and make it a point to ask him to say something during one of them. The first time he is embarrassed. I always talk with him after the conference and show him what he might have said with propriety.

"During the second week I suggest that he spend two full days at the Public Library glancing through a list of biographies which I suggest to him. I have found this helpful in building confidence.

"When he is finally ready to make his first outside calls I give him the full equipment such as the older salesman has, show him how to use it, and in his first list I give him several unimportant people and at least two important ones. I insist that he make at least seven calls a day for the first week he is out and that he shall not call upon the two more important customers. We talk over his calls at the end of the week with a complete discussion of the notes which I have asked him to take immediately after interviewing his man. I try to give him a new selling angle on each one and get him to go over the list once more the following week.

"The two customers he should see at the end of that week are different in type. They are both old friends of mine. One is rather hard boiled, the other is exceedingly friendly. They have been helping me break in cubs for a great many years. I can tell pretty well how a cub is going to stand both a hard turndown and a little success, by the way he reacts to these two calls.

"Then for many years I have had what we call our list of 'the twenty-five hard-to-sell.' This list, of course, changes every year or so. But if the salesman has come through the first two months of my course fairly well, I turn him loose on this list. He is asked to make a special study of each individual on that list. The Directory of Directors, Country Club List, Gossip, the home-town newspaper—I get the cub to comb every possible source of information to get a line on his hard prospect and the things he is interested in. Then he is asked to call upon each one of these twenty-five, one a day, in connection with the other calls which he is supposed to make on his own prospect list.

#### AN ADVANCE CARD IDEA

"A young college graduate, to whom this list had been given, once suggested an idea to me which I have used almost continuously ever since. It is a series of letters which act as advance cards and a complete follow-up on this list while the cub is trying to break through the sales resistance of its members. The first letter describes in some detail the hard-to-sell list and how it is being used in our organization. It tells a man that he is quite properly a rather hard man to see since we know he is busy. We tell him that his name has been given to our Mr. Johnson as one on his list of hard-to-sell prospects and that our Mr. Johnson is going to keep after him until he gets him. Without saying so in so many words, we warn the hard-to-sell prospect that he is being made a part of our training course, but that he is going to receive some new and unusual ideas in personalized selling.

"It is a peculiar thing about these hard-to-sell people that underneath their hard shell of business they are intensely human, and when a young man comes into them with a new idea they will see him once and if he interests them sufficiently they will see him again and again. It is a matter of record in our organization

## "And did it sell the goods?"

OUR interest in the advertising material that we print does not fade into thin air with the delivery to the customer or his payment of the bill.

We really want to know, and whenever it is practical we seek to find out, whether the job has accomplished its purpose.

It is always gratifying to be told that the booklet or catalog or folder has brought the replies or sold the goods. And the experience and knowledge of performance percentages thus gained makes us more competent to advise the next customer.

### Charles Francis Press

*Printing Crafts Building Telephone Lackawanna 4300*

461 Eighth Avenue, New York City

that our very hardest prospects have been made customers of the house by the use of cub salesman, and by our series of follow-up letters which tells them frankly in what category we have placed them and that we are going to get them on our books by the use of a young man who is trying them out as a method of making good with the company.

"The treasurer of our organization is a very definite part of our method of training cubs. He is a man of some sixty-five years who has never grown mentally old. He is extremely interested in young men. It is his hobby to sit down at a young man's desk and engage him in conversation, sometimes during hours, sometimes after hours—more often at lunch. He is one of the most patient men I have ever seen, and also one of the best listeners. Then, too, he has a fund of anecdotes, based mostly on the company's history, which prove extremely stimulating to young men. There is always a feeling, you know, that some salesmen who have worked hard have been fired or have left under bad circumstances, and all sorts of gossip floats in from competitive sources which has a tendency to destroy morale. The treasurer knows the history of the company backwards. He is always willing to clear up a misunderstanding about company policy, about compensation and any one of the other subjects that worry a young man after he has been with an organization six months or a year.

"He is the greatest man to smooth out individual troubles I have ever seen, and he has a great knack of picking out a man who is a little bit down in the mouth because he feels he has not been given enough attention. It takes such a man to put him back on his feet with a ten-minutes' conversation.

"I also make it a point whenever any worn out customer, disgruntled prospect or people who have a grouch against the company are turned over to a cub salesman, to explain to him care-

fully all the circumstances and put it up to him as a hard problem to solve. I believe a great deal of harm can be done by turning a man loose upon such leads as they merely create discouragement and often create an impression that all customers are crooked, cranky and crabbed—especially when he is handed such leads without a word of explanation."

The head of a large Western packing house thinks it one of his most important duties as president of his company to be always at the disposal of the young salesmen. He is in close touch with the daily problems of the business and helps to develop the young men who will some day be executives of the business.

He is known to become annoyed when older salesmen go out of their way to destroy the young man's fresh enthusiasm or undermine his morale.

Using cubs on the sales force has many advantages. Young men just out of college are, many of them, going to make good for somebody and it might just as well be for the house with which they start. But the sales manager owes the cub the same sense of responsibility that the head of the packing house is noted for.

If they are kept on starvation wages and given only trivial work, the most ambitious cubs will leave just about the time the chief thinks they should be producing for him. He must realize they can't pay the butcher and tailor by saying that they work for the famous house of Blank & Company.

The chief who puts on cubs must show them along which lines their future development lies. He should find out what each most wants to accomplish and then help him in that desire.

The three first points in management are men, methods and morale.

The proper methods of training applied to the average young man will produce real "he men" for the sales force and build the sort of morale which shows in the sales sheets at the end of the year.

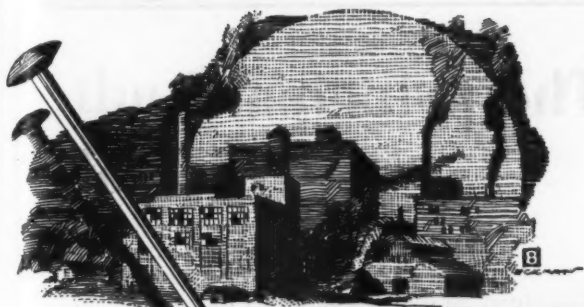


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# DETROIT

*the* world's Largest  
Producer  
of PINS

*A little thing like pins has created an industry in Detroit that has grown to be the largest of its kind in the world.*

**D**ETROIT'S recognized leadership in the automotive world is only ONE factor that has helped to create America's Fourth City.

And only through The Detroit Free Press is it possible to say "Good Morning" in this community of one million, two hundred thousand people. A most unique, most unusual opportunity, is it not?

## The Detroit Free Press

*"Advertised by its Achievements"*

VERREE & CONKLIN, INC.

Foreign Representatives

New York

Chicago

Detroit

San Francisco

# The principal activities of [east to west]

## NOVA SCOTIA

Coal Mining  
Lumbering  
Shipping  
Fisheries  
Steel & Iron  
Fruit Farming

## PRINCE EDWARD ISLAND

Mixed Farming  
Fisheries  
Fox Farming

## NEW BRUNSWICK

Lumbering  
Fisheries  
Mixed Farming  
Manufacturing

## QUEBEC

Manufacturing  
Lumber & Timber  
Mixed Farming  
Butter & Cheese  
Asbestos Mining  
Pulp & Paper  
Shipping

## MANITOBA

Grain Growing  
Cattle & Horses  
Manufacturing  
Dairying

## SASKATCHEWAN

Grain Growing  
Cattle Raising  
Horse Raising

## ALBERTA

Cattle Raising  
Coal Mining  
Grain Growing  
Dairying  
Wool Growing

## BRITISH COLUMBIA

Lumbering  
Coal, Gold & Copper  
Fisheries  
Fruit Growing  
Shipping

## ONTARIO

Mixed Farming  
Fruit Growing  
Gold, Silver & Nickel  
Manufacturing  
Lumbering  
Butter & Cheese  
Pulp & Paper

# THE DAILY NEWSPAPERS

# the 9 Provinces of Canada

Canada produces mostly essentials—goods the world must have. That is why for 12 months ending Sept. 30th, 1923, Canada had a favorable trade balance of One Hundred and Ten Million Dollars.

You can start to cultivate the Canadian people today more economically than you ever can again.

*Ask your agency—or write these papers  
direct*

## USE THESE PAPERS IN CANADA

### *The Maritime Market*

	Population	Newspaper
Halifax	75,000	Herald & Mail
Halifax	75,000	Chronicle & Echo

### *Quebec Market*

	Population	Newspaper
Quebec	117,500	L'Evenement (French)
Quebec	117,500	Le Soleil (French)
Quebec	117,500	Chronicle
Three Rivers	23,000	Le Nouvelliste (French)
Montreal	839,000	Gazette
Montreal	839,000	La Patrie (French)
Montreal	839,000	La Presse (French)

### *Pacific Market*

	Population	Newspaper
Victoria	60,000	Colonist

### *Ontario Market*

	Population	Newspaper
Toronto	622,326	Globe
Kitchener	29,600	Record
Peterboro	35,000	Examiner
Kingston	25,000	Whig
London	70,000	Advertiser
London	70,000	Free Press
Brantford	35,000	Expositor

### *Prairie Market*

	Population	Newspaper
Winnipeg	380,000	Free Press
Winnipeg	380,000	Tribune
Calgary	75,000	Herald
Edmonton	70,000	Journal
Moose Jaw	20,000	Times
Saskatoon	31,264	Phoenix & Star
Regina	35,000	Leader & Post

# OF CANADA



## Waste-free car owner circulation—at \$4.67 per page per thousand

Advertisers who want to reach a *waste-free* audience of car owners—the tourists, the motorists sufficiently interested in the appearance and performance of their cars to *pay* for a magazine devoted *wholly* to their interests—may buy space in *Motor Life* now at \$4.67 per page per thousand, the lowest rate we know of for class circulation.

With an assured net paid monthly average of 45,000 during 1924, advertisers may contract for 12 pages—*before* December 24—at \$210 a page; variable space at \$240 for pages, \$120 for halves, \$60 for quarters and \$36 for eighths.

After December 24 the rates will be increased to \$300, \$320, \$160, \$80 and \$48, respectively.

Advertising must begin in the January (Annual National Show) issue to earn the present low twelve-time rate in 1924.

The January issue of *Motor Life* offers advertisers a tremendous amount of publicity at very low cost.

Early reservations will get best positions.

Final forms close December 15.

# Motor Life

1056 W. Van Buren St., *Chicago*

25 W. 45th. St., *New York* · 3050 E. Grand Blvd., *Detroit*

# An Inside View of a Free Publicity Plan

A Poor Appraisal of the Value of Paid Advertising as against Free Publicity

THE belief that free publicity is more efficacious than paid advertising and that it is a perfectly legitimate matter to take space from a publisher that should be paid for with hard cash dies hard in many quarters. Manufacturers and others who advocate and finance plans for organized raids on the editorial columns of publications little realize that by so doing, as John Benson, a former president of the American Association of Advertising Agencies has said, they are weakening advertising mediums, and for which loss they will eventually pay.

A plan for an organized publicity raid that would go far in weakening the editorial value of publications has been set before the National Boot and Shoe Manufacturers Association for consideration by John C. McKeon, of Laird, Schober & Company, of Philadelphia, as chairman of a conference committee on the advisability of creating a publicity bureau for the shoe, leather and allied industries.

In that report there are suggestions, such as having department stores in the respective cities use the power of their local advertising and insist upon the publication of "free advertising."

There is no disguising the fact that the plan is one that aims to sell shoes through the editorial columns of publications. Witness this statement: "The paramount idea warranting this substantial outlay, as well as expenditure of time, should be almost in the nature of headline stuff always—not too wordy—but snappy and sufficiently authoritative to be looked for regularly by the newspaper readers, who are all automatically shoe wearers."

We submit to Mr. McKeon and his association the fact that the most effective and legitimate man-

ner in which to obtain a proper return for a "substantial outlay" and expenditure of time is to use paid advertising. The plan which Mr. McKeon presented indicates selling problems of the shoe industry similar to problems of other industries that have been solved through proper use of paid advertising.

It should be said that Mr. McKeon makes reference to the use of paid advertising in his plan, but only as a part of the major object—the obtaining of free publicity.

## WHAT THE PLAN IS

The plan that Mr. McKeon submitted read in part as follows:

"While at times the National Boot and Shoe Manufacturers Association and National Shoe Retailers Association have become cognizant of the necessity and advantage of publicity, it was not until July of this past year that this matter took on the form of maximum importance. In other words, it seems as though publicity, or efforts toward publicity, have in a great measure been overlooked, and as such news as comes through the Associated Press pertains to what is generally understood as daily events or items of magnitude of national or international moment, it is fair to assume that such publicity as we might be able as associations to place, must be through the medium of acquaintance.

"Essential to this is an informative management, coupled with either common sense or general shoe knowledge and either a censorship mind or a censorship committee pertaining to the character of the publicity, and knowing where the publicity should be placed to accomplish the greatest amount of good and, in a few words, how to do it. Individual firms, of course, as they approach

local newspapers, fashion journals, or similar effective mediums, are generally looked upon as having some personal interest involved; consequently such information, possibly of advantage to the public, voluntarily given, is handled usually in a cavalier fashion, by the newspapers, but information of an authoritative character, provided in no way against commercial ethics, emanating from an association, or group of associations in the one industry, will find a receptive attitude on the part of newspapers and fashion journals and, in my opinion, be readily published.

"As an example of this, representing the combined associations, your Style Committee sent to the various newspapers of the country in July the forecast of our style meeting of April, indicating what the retailers had purchased for early fall business and this publicity for the purpose of stabilizing the value of goods on the retailers' shelves. The idea in submitting these data to the principal cities of the country only was in keeping with newspapermen's advice to the effect that the usual clipping process on the part of the newspapers of smaller cities would be indulged in and the information become nationally general. To make sure, however, of the data being published in the right way, the chairman of your Style Committee called upon well-known shops or department stores in their respective cities to use the power of their local advertising and insist upon this publication, and as a result the forecast in a sort of story form appeared in the newspapers of nearly all of the big cities of the country. Similar have been the experiences of other associations, but bear in mind as this information is handed out to the newspapers, it must emanate from associations and not from individual firms.

"Considering, therefore, the immense advantage of shoe talk or shoe propaganda, nothing could be more helpful toward increasing the consumption of footwear than a publicity bureau that would suc-

ceed in frequently getting across to the public shoe-news of an interesting character. . . .

"The highlights . . . are as follows:

"(1) The establishment of a bureau with suitable offices, preferably located in New York City, with competent management and office force, estimated annual cost, including a maximum essential amount of paid advertising, between \$25,000 and \$30,000 per year.

"(2) Expense of this organization of a bureau to be borne by the interested parties, notably, the Boot and Shoe Manufacturers Association and National Shoe Retailers Association and Tanners Council.

"(3) The provision of a suitable and experienced publicity manager, an individual capable of appreciating all sides of the situation, including fully cognizant of the sub-divisions in our industry as to grades and kinds, particularly as applying to men's, boys' and youths', as against the misses', women's and children's. In the men's, boys' and youths', the sub-divisions would be pretty much confined to grades; in the women's the sub-divisions would be in grades as well as in character, as this variety involves the manufacture of staple shoes only, the manufacture of corrective shoes only, and the manufacture of staples and novelties also is involved the manufacture of welts alone, the manufacture of turns alone and the manufacture of welts and turns combined.

"(4) It is fair to assume, therefore, that the man or woman in charge of such a bureau must possess many characteristics, including tact, patience, strong-arm at times, and above all activity and brains.

"(5) This bureau, functioning in a reasonably efficient way, presupposes the possession of interesting news to be broadcast, as well as the actual broadcasting, and here would naturally come into play various differences of opinion at times in view of the above-described varieties, but since

## What Is "Class" Circulation?

A FEW publishers—some advertisers—and a great many advertising men define "class" or "quality" circulation, as though it had some reference to, or bearing on, the social standing of those who comprise it.

"Class" or "quality" circulation is purely a commercial term. It means circulation among that part of the population who have enough money to buy what they need or want. As opposed to it, there is "mass" or "quantity" circulation, which means circulation among that part of the population who have not.

When the New York resident is financially able to live in ordinary comfort, he becomes a theatre patron. The circulation of Theatre Programs in New York, is, therefore, confined to the people who have at least enough money to satisfy their needs. There are various methods of advertising to the others.

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Programs for 60 legitimate New York theatres—  
aggregating 1,600,000 circulation monthly.

Published by

*New York Theatre Program Corporation*

108 Wooster Street

New York City

it seems quite possible to accomplish a consensus of opinion regarding style forecasts, it is fair to assume that the same consensus of opinion would apply to general and frequent propaganda.

"(6) I suggest, therefore, that we consider the advisability of establishing such an office, primarily engaging the services of a manager—either man or woman—who will outline as a result of publicity-experience the prospects and that a committee be appointed to confer with this prospective manager as to the character of program for the year 1924 (if the bureau can be arranged to function that quickly) the expense of maintaining the office and other general details. The committee in question should be at least a permanent one for the year 1924 and should be made up of a small number of men from the N. S. R. A., Shoe Manufacturers Association and the Tanners Council, who could find it convenient to meet monthly for perhaps a short while and confer with the management of the bureau. This, if agreeable to all concerned, would mean the selection of men geographically located as to make this idea possible and in this way could gradually come into play a method developing the means of accomplishing the possession of information, and the method of broadcasting it over the nation, and the paramount idea warranting this substantial yearly outlay, as well as expenditure of time, should be almost in the nature of headline stuff always—not too wordy—but snappy and sufficiently authoritative to be looked for regularly by the newspaper readers, who are all automatically shoe-wearers.

"(7) I feel it necessary to touch again upon the question of a reasonable allotment for paid publicity at psychological times, to which many of these general news articles could refer, and said paid publicity both as applying to the men's and women's games, gets its main force from the picture or illustrative effect.

"(8) Some time ago I was approached to indulge in advertising

of an unusual form. You are all familiar with the commercial value of the dramatic success of a comedy in which Grant Mitchell starred, entitled 'The Tailor-Made Man.' The advertising idea at the time embodied this same popular comedy-star in a play called 'Shoes Make the Man.' The comedy has not as yet been produced and was not originally put upon the stage owing to the star in question having been engaged for another comedy. The comedy-drama entitled 'Shoes Make the Man' was spicy and real and the frequent reference to shoes put into the dramatist's mind the idea of realizing from some shoe manufacturer on this accidental involvement. In other words, here was an individual with a very limited commercial sense who seemed to jump at the idea that thousands of dollars represented the value of just shoe talk, and if we as a group of industries very closely allied can have an outlay of the above-mentioned amount, accomplish a frequency of authoritative and safe headline news or propaganda pertaining to shoes, and to it frequently enough and interestingly enough, and with sufficient changes in detail as to keep the public interest alive, we shall accomplish a great deal. Naturally should centre into this idea the arrangement of correct dressing for both men and women, or anything of a similar type of propaganda that would encourage the purchase always by either man, woman, or child—if the child did not grow too fast—of two, or perhaps three, or four pairs of shoes in place of the so-frequently-customary one pair. Economy is not the result of cheap merchandise, nor is it the result of wearing all the time, or as hard as possible, a single pair of shoes. In advocating, therefore, the purchase of a number of pairs of shoes by those who can actually afford them and suitable for various occasions to make the male or female costume complete, we are not dealing with the element of extravagance—we are actually encouraging correctness, dignity









## *Would you hunt Big Game with a Shotgun?*

A scattering charge of buckshot from a shotgun or a steel clad bullet—which would you use if you were hunting for “big game”?

When you are hunting distribution and sales volume in the hardware field, the same principle applies. There are lots of ways to scatter *sales buckshot* among hardware merchants, but shotgun charges won't bring down big game. The hardware men whose business is worth while are busy merchants with a limited amount of time for reading. It takes an advertising medium of proved business interest to “bring them down.”

If you want to influence the hardware dealers who sell the great bulk of the nation's hardware, **HARDWARE AGE** is the steel-clad medium for you to use. Because it is a business necessity, it penetrates the attention of even the biggest and busiest dealers—and can carry your sales message with it.

## **Hardware Age**

239 West 39th St., New York, N. Y.

Member A. B. C.

Member A. B. P., Inc.



In *all* kinds of weather  
*all* of the people ride with the Street Railway Advertiser  
they cannot turn the car cards from side like no  
magazine pages or pass them like bills.  
That's one hundred per cent efficient advertising.

# Street Railway Advertiser

Nov. 22, 1923

PRINTERS' INK



Advertising—  
like newspaper and  
ads.  
Advertising! Think it over!

Advertising Co.

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# POINT

*"A unit by which type is now measured—0.0138 of an inch. Twelve points make a pica and six picas (72 points) equal .996 of an inch."*—

—DICTIONARY OF PRINTING.

The hero of the novel "Babbitt" would have us say: "We point with pride to our record of 47 years as specialists in good printing." Bromidic, but true. More to the point, however, would be some facts and figures on that next job of yours—the one you want exactly right. This is one institution where we reverse the axiom about the artist's dummy always looking better than the finished job.

**ISAAC GOLDMANN COMPANY**  
EIGHTY LAFAYETTE STREET NEW YORK CITY

*Printers Since Eighteen Seventy Six*  
TELEPHONE FRANKLIN 4320





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and, in the long run, economy.

"(9) An exceptionally helpful element of publicity is what might be termed sane thinking—getting away from commercial scares, the thought of financial panics, unnecessary fear pertaining to change of style affecting the value of assets, and all such auxiliary bits of publicity not necessarily always of the optimistic type, but at least conservatively optimistic, and above all—keeping away from the crossing of bridges until we come to them, and the crying down of the radical chronic or perpetual pessimist. We have a great country; it is demonstrated that it can almost live within itself since during the post-war period exports have been so decidedly curtailed. We have everything favorable to look forward to. World conditions may possibly get a little worse before they better, but better they must, and our publicity bureau should function in such a way as to be able to make careful surveys of conditions from time to time and by the medium of carefully prepared publicity, giving confidence always to those who are avoiding speculation, except as it may be at times essential, and who are carrying on their business in a careful and conscientious manner. Let us also remember that we as a group are a major industry, and since we have involved less inflation than most others of the nation, we are in a position to spread propaganda helpful to the creation of a mental attitude of confidence.

"I, therefore, respectfully solicit your interest in this particular idea and criticism or suggestions for the purpose of either acting upon this plan, discarding it entirely, or postponing it until the details have been thoroughly absorbed and digested by all interested parties."

#### Bank Account for Barton, Durstine & Osborn

The advertising account of the First National Bank, of Boston, has been placed with the Boston office of Barton, Durstine & Osborn, Inc.

#### Chain Store Sales Show Increase

F. W. Woolworth & Company, for the month of October report gross sales of \$18,084,747 as compared with \$15,774,228 for the same month of 1922 an increase of 14.65 per cent. Gross sales for the first ten months totaled \$143,528,206, an increase of 14.81 per cent over the 1922 period showing of \$125,014,373.

The McCrory Stores Corporation for October reports sales of \$1,877,387, as compared with \$1,435,686, for October, 1922, an increase of 30.7 per cent. Sales for the first ten months of the current year are shown as \$15,961,600, an increase of 26.9 per cent over the sales of \$12,570,724 for the corresponding period of 1922.

October sales of the S. S. Kresge Company are reported as \$7,246,079 which compares with \$6,018,545 in the same month of last year, an increase of 20.39 per cent. For the ten-month period sales totaled \$61,263,526 in contrast with \$48,363,204 for the corresponding period of 1922, an increase of 26.67 per cent.

S. H. Kress & Company gives sales figures of \$2,985,029 for October, 1923, as compared with \$2,796,888 for October, 1922. For the first ten months the total is given as \$25,274,157, an increase of \$2,684,103 over the same period in 1922.

#### Newspaper Campaign for Canadian Flour Account

Newspaper advertising is being used in a campaign which the James Goldie Company, Ltd., Guelph, Ont., is conducting in Ontario. The campaign opened with seven-column copy featuring Mother Hubbard pastry flour. The advertising is being directed by the Toronto office of A. McKim, Ltd., advertising agency.

#### Harry Bird, Jr., Joins Thos. M. Bowers Agency

Harry Bird, Jr., has joined the copy department of the Thos. M. Bowers Advertising Agency, Chicago. Mr. Bird was formerly with the service department of the Barnes-Crosby Company, advertising art, and more recently with the advertising department, wholesale, of Marshall Field & Co., both of Chicago.

#### Mack Trucks Reports Larger Net Profits

Mack Trucks, Inc., New York, reports net profits of \$1,825,770 for the third quarter of 1923 and \$5,870,246 for the first ten months. The latter figure compares with \$2,776,564 for the corresponding period of 1922.

#### Atlanta Agency Changes Name

Watts, Scott & Beutell, Inc., Atlanta advertising agency, has changed its name to Eastman, Scott & Company.

# When a Competitor Too Closely Copies Your Sales and Advertising Methods

What Is the Best Defense against the Plagiarist of Business Ideas?

By C. B. Larrabee

SOONER or later every manufacturer of any importance finds himself in the position of the advertiser who recently wrote a bitter letter to PRINTERS' INK.

"We have a competitor," he wrote, "who has endeavored to apply our advertising and selling methods in the furthering of his own interests. Practically every plan we originate is closely studied by this competitor and only a short time elapses before he puts into practice a similar plan."

This is not an uncommon complaint, as every executive knows from experience. A new selling plan is devised and almost before a salesman has left the factory some competitor has adapted the plan to his own business. A new advertising campaign, involving a radical change in policy, is originated and hardly is the ink dry on the first advertisement before some other firm in the same line is using a similar idea. A new product is evolved, and it is scarcely on the market before similar competing products are nestling beside it on the dealers' shelves.

While such conditions may be unethical they are none the less existent, and a manufacturer's first reaction is to cast about for some method of safeguarding his policies.

It is then that he finds himself facing a stone wall. Unless the competitor's copying of ideas amounts to a clear case of unfair competition, such as passing of goods under false pretenses or a gross and misleading imitation of an advertisement, the manufacturer has no recourse to law. Without the aid of the law he finds himself unable to do anything tangible to safeguard his ideas and policies from quick

adaptation by any competitor who wishes to use them.

Eventually he will find that there are only two ways to safeguard his policies. The first is by telling them to no one, which means making no use of them. The second is by giving them the widest publicity and letting anyone use them who will. There is no pleasant middle ground of sequestered secrecy.

Once a plan or policy is evolved it inevitably becomes public property. It is bound to seep to competitors through the many treacherous channels of information that are open to the competitor. The advertiser who hopes to keep his plans secret should consider for a moment what these channels are.

## THE INTERMEDIARY

Every worker in the factory, every office employee represents an intermediary for the competitor. This applies as well to the executive employee as to the man at the machine, for it has not been an uncommon thing in the past for manufacturers to hire away a sales manager or some other official for the benefit of his knowledge of the inner working of his firm.

Even if the company's employees are incorruptible, there are always the makers of raw materials, packages, bottles, labels, etc., who are participants in the secret. So, in a way, are all visitors to the plant; outside salesmen, solicitors, and others.

If it is a new product that is being brought out, the competitor has the aid of the Government, for he has only to go to the Patent Office itself to unearth information concerning any new inventions in his industry. Once

## Subject: Is This Your Idea of An Advertising Agency?

Gentlemen:

Isn't it perfectly natural that some advertisers feel that they must be on their guard or their advertising agency will sell them too much space in publications or other mediums?

Yet the advertising agency is not at all a seller of space. Nor is it a seller of designs and copy—nor a seller of a particular plan—nor of a particular market.

Anyone who thinks that the advertising agency is a seller of anything does not yet understand the province or function of the advertising agency.

Advertising mediums pay the advertising agency a commission to make advertising successful so that there will be a continually increasing volume of advertising.

The advertising agency has only one ideal to keep before itself all the time. That ideal is that it shall be true to its own profession. If it is true to advertising it will in the highest sense be true to the advertiser and the advertising medium and to its own organization.

It makes no difference to the advertising agency which magazines or newspapers or other mediums are selected, nor which class of mediums. The advertising agency is interested in helping the advertiser decide what amount of money in his particular case at that time, will be the most economical and efficient for him. If the agency's judgment is wrong in making the advertising expenditure too great or too little, it will suffer as well as the advertiser. If it is not true to its profession it will become prejudiced or greedy and will become its own worst enemy. If it does not cultivate the habit of careful judgment based on untiring investigation it will not be a reliable guide. If it is not constantly making further and still further research into the underlying needs of its old as well as its new clients, it will not have the proper background for coming to constructive decisions.

M. P. Gould Company is an advertising agency which has always tried to do its own thinking, has stood on its own feet, has tried to safeguard all of its procedure in behalf of its clients and has tried to be worthy of its place in the advertising agency profession.

Yours very truly,

*M. P. Gould Company*  
Advertising Agency.

Member American Association of Advertising Agencies.

454 Fourth Avenue, N. Y.

he knows what the new product is to be, he can set his own staff to work making an imitation that will compete without infringing.

Outside the factory there are the company's salesmen. Once a new selling or advertising plan is evolved it must be explained to the salesmen, and each man on the road is in a position to help the competitor. Even if the salesman will not intentionally pass on important information to another manufacturer, he must outline the plan to the dealer. The dealer, in turn, is continually being visited by competing salesmen who can get him to disclose any information they are after.

An advertising campaign, of course, exposes itself, because it is no good until published and once published is at the disposal of anybody. If it is a mail-order plan that the advertiser hopes to conceal, he can conceal it only until a competitor is able to buy a two-cent stamp, clip a coupon and write a letter. Then the competitor is able to get as complete a follow-up as though he were working in the advertiser's mailing room.

There are many other ways in which well-meaning friends or not so well-meaning enemies can keep the competitor in touch with a company's advertising and selling policies. To illustrate, there is a certain manufacturer who has a statistical file of information concerning the doings and methods of his competitors which gives him at any time a full and complete picture of what is going on in his industry. A study of this file will show that there are precious few gaps in his information and that his picture at all times is fairly complete.

No, it is not possible to guard a sales or advertising plan from the zealous eyes of the competitor. That may seem a devastating statement but it is true, nevertheless. Since it is true the manufacturer must ask himself what is the answer.

The answer, fortunately, is simple. It lies in a new attitude toward competition, a new understanding of what competition

really means, a realization that competition is more apt to be constructive than destructive.

#### WHAT LEADERS SAY

E. N. Hurley, Jr., of the Hurley Machine Company, has said that his company would have been only one-tenth as large had it enjoyed a monopoly in the washing machine field. When the late J. P. Morgan insisted that the United States Steel Corporation issue monthly statements to its stockholders showing not only the conventional information about the balance sheet, but also the output of various plants, unfilled orders on hand, etc., many business men thought him crazy. But Mr. Morgan had an enlightened view of the meaning of competition and today, although United States Steel reports have become barometers of business, the corporation has not suffered in the least. Rather it has benefited greatly.

The most dangerous competition in the world is uninformed competition. As an example of this is the experience of a manufacturer some years ago in trying to put over a new product in the face of a distinct resistance.

For the sake of the illustration we'll say that he made talking machines, although talking machines were not the product. He found that the biggest obstacle he had to overcome was the attitude of buyers, who considered the talking machine nothing but "canned music." Therefore he bent his whole advertising efforts toward emphasizing the esthetic value of his product.

The largest competitor could not see this angle of the situation at all, so he emphasized various mechanical features of his product, such as a super-motor, a seamless tone-arm, etc. The result was that the uninformed competitor, instead of taking advantage of the other manufacturer's advertising, was drilling home to people the wrong message. It was not until this competitor failed that the first advertiser was able to make really satisfactory strides.

The same kind of a situation

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## Test Your Selling Plan in Cincinnati

The plan that your agency has outlined for you looks good; you can't find a flaw in it; you are completely sold on it. But before you put the campaign on nationally, you want to test it out locally, in some typically American city. Of course this city must be a trading center controlling the buying habits of a large and prosperous out-of-town population as well as of a representative metropolitan market. And it must have one daily paper that reaches the entire purchasing public in the test area,—and that has the entire confidence of this public.

Cincinnati is your city.

Approximately half a million prosperous people reside within its metropolitan area. A score of thriving towns and cities, and many scores of thriving villages in Ohio, Indiana and Kentucky are within commuting distance of Cincinnati. Their merchants trade here, making Cincinnati the merchandising center of one of the richest and most progressive industrial and agricultural regions of the Western Continent.

The Times-Star is the buyers' guide of this market. It is the *one* newspaper that goes daily into every prosperous home of this prosperous city,—the one newspaper that for sixteen consecutive years has dominated its field in display advertising lineage, both local and national.

By all means, test your selling plan in Cincinnati. The Times-Star will furnish you detailed market information relative to your product.

# CINCINNATI TIMES-STAR

CHARLES P. TAFT, *Publisher*

C. H. REMBOLD, *Manager*

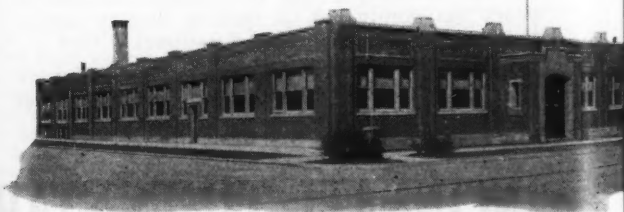
*Member of Audit Bureau of Circulations*

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# 7000

## ALL MAIL SUBSCRIBERS

Every subscriber paid the full advertised subscription price and there is not a single subscriber on our list in arrears!



**THE NEW HOUSEHOLD JOURNAL BUILDING**  
Owned and Occupied Exclusively by The Household Journal Co.

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LOW RATE

**\$2.60 a Line**

**\$1450.00 a Page**

### November Issue Makes New Record

The November issue of the Household Journal broke all previous records by carrying more advertising than any other issue in the thirty years of the publication's history.

## *The* HOUSEHOLD JOURNAL

**Batavia, Illinois**

**IRA E. SEYMOUR, Advertising Manager**

### REPRESENTATIVES:

**Chicago Office**  
Hodes & Leisenring, Mgrs.  
2003 Harris Trust Bldg.  
Central 937

**St. Louis Office**  
R. M. Saylor, Mgr.  
Century Bldg.

**New York Office**  
A. H. Greener, Mgr.  
116 W. 39th St.  
Room 1030

1923		DECEMBER					1923
Sun.	Mon.	Tue.	Wed.	Thu.	Fri.	Sat.	
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16	17	18	19	20	21	15	
23/30	24/31	25	26	27	28	22	
						29	

**M**ONDAY, December 10th!  
 Remember this date—it is the final day for the acceptance of copy and cuts for the Annual January Show and Reference Number of MoToR. A full page or more in this issue tells your story to 100,000 motorists, dealers and manufacturers. *Mail your copy and cuts today!*

# MOTOR

119 West 40th Street  
 NEW YORK, N. Y.

E. H. McHugh, Business Manager

CHICAGO  
 Hearst Bldg.

DETROIT  
 Kresge Bldg.





arose in the textile field when a manufacturer discovered a process for making a cheap imitation of an expensive fabric, that to all intents and purposes was just as good as the product it imitated. The new process was not patentable and soon several firms were competing with the discoverer. After several years of advertising the new fabric as an imitation the inventor discovered that people did not want to buy imitations. He made a careful investigation of the situation and found that he must advertise the new fabric for the good that was in it, regardless of the more expensive fabric.

His new advertising campaign was a failure for many months until his competitors saw the light and followed him. Then, when all were emphasizing the original idea, the new fabric began to get a foothold. If the first advertiser had gone to his competitors with his original plans he would have saved himself many dollars.

Those two examples will show what uninformed competition can do to hinder a business. They also prove the value of informed competition for every firm in an industry.

PRINTERS' INK has published many articles showing that the more advertisers who are working within an industry the more business does each advertiser get, unless eventually the field becomes so crowded that the public cannot conceivably buy the output of all the manufacturers. Each one of those articles was an answer to the man who is afraid that his competitors will use his ideas.

The sales manager of one of America's largest manufacturers once said to me when we were discussing this subject, "The only time we ever try to get after a competitor for copying our ideas is when he is copying them so closely that he defrauds the public. When a competitor adopts a trade name that coincides so closely with one of our trade names that the buying public buys his goods under the impression that it is getting ours, or when he copies a package of ours so closely that the same thing hap-

pens, it is only natural that we resort to legal methods to stop him.

"On the other hand if he adopts one of our sales plans, or sees the wisdom of a new advertising policy and follows it for himself, we are not disturbed in the slightest. If our new plan is an improvement over old ones, we know that a general adaptation of it will mean a general betterment in the industry. If our new advertising policy is a wise one we know that the competitor will make more business not only for himself but for us by using it for himself."

#### ANOTHER PHASE DISCUSSED

In a later discussion of the subject the same sales manager pointed out another phase of the so-called plagiarist.

"When a competitor copies our plans," he said, "he immediately puts himself in the 'me too' class. He shows that he is an imitator. By giving a new plan the widest possible publicity through our advertising to the trade and through our salesmen we announce ourselves as the originators of it. If we kept it quiet we would find that a competitor would get possession of it and make the first announcement, and we would be in the unpleasant position of seeming to be the imitators when in reality we were the originators."

The practice of hiring men from competitors in order to buy the knowledge these men possess has often proved a failure. In fact it has proved to be a failure in so many cases that most manufacturers will no longer consider it. It is a fact that you can hire a man from a competitor, but that man seldom brings with him that indefinable quality that makes for success. There is a spark lacking, and the lack means failure. One organization lost three of its best men to a competitor whose business was slipping. In two years the competitor failed, while the organization which the men had left showed an increase in profits of about 30 per cent. That may be an extreme case, but business history is full of

examples which point the same moral.

The manufacturer who has had a plan copied by his competitors will do well to sit down and figure out what he is going to lose in sales. Almost always he will find that while the plagiarist has caused some mental anguish for the originator of the plan he has caused very little financial damage, if any.

Some years ago a soap manufacturer brought out a new soap product made after a formula that was not patentable. He immediately backed the new soap with an aggressive advertising campaign that won attention and acceptance for the new product.

At first competitors were inclined to fight this product. The salesmen of one company were told to do their best to give it a black-eye, and their methods often verged on unfair competition. However the first manufacturer kept on his way, advertised the new product vigorously and found his sales increasing steadily.

In the end the competitors saw that they must bring out similar products. One competitor even manufactured the identical product under a different name. Then the competitor went ahead and advertised with copy that did not imitate the first manufacturer's copy, although using its best talking points.

Today the original maker of the soap is doing a bigger business than ever, while the competitors find themselves making a surprisingly large sales volume, that increases all the time, on the new soap. There is no better example of the folly of letting competitors worry you.

Another illustration of the same idea is found in the oil industry. The first advertiser to publish a lubrication chart originated an idea of incalculable value. Today there are many oil companies using the same kind of a chart. This has not resulted in damage to the originator, but rather in a better understanding of lubrication problems on the part of the consumer. And the originator will be remembered for many years as

the pioneer, his competitors as followers.

The greatest damage that the plagiarist does is to the mental happiness of the discoverer of a plan. The discoverer knows the hours of thought and planning that have gone into the new idea and is to be pardoned a little anguish when he sees a competitor step in quietly and benefit by those hours of labor without any particular labor on his own part. But the damage is usually mental only.

A publisher complained to another publisher that certain of his competitors were continually copying his ideas. He asked if he had any recourse. The second publisher admitted the plagiarism but asked how such imitations had affected his friend's business. The answer was that the first publisher was doing a bigger business than ever. His suffering had been mental, not financial.

To what lengths this mental suffering will obscure the truth is shown by the fact that three manufacturers in a single field have fought bitterly for several years because each one is using the phrase, "Maker of the best—in the world." That slogan has very little sales value, if any, and yet each manufacturer accuses the others of being dangerous plagiarists.

#### HOW TO MEET THE PLAGIARIST

The best defence against the plagiarist of ideas or policies is wide publicity. When you get a new idea broadcast it. In this way you steal a march on your competitors and put it up to them to stamp themselves as imitators. A declaration of policy is a declaration of ownership. If the idea is a good idea that will better the industry, remember that informed competition is usually helpful competition.

The only kind of plagiarism that need be feared is the kind that seeks to pass off fraudulent imitations as genuine. Other plagiarism may be unethical, but in the long run it is not apt to be hurtful.

Finally, before you decide to stir up any trouble, to resort to

CINCINNATI

# CINCINNATI

## is all primed up to Buy

This holiday season is going to be a good one. For the people of Cincinnati—the mass of its citizens—are prosperous—because:

- 1st. Steady Employment.
- 2nd. Good Wages.
- 3rd. Economical Living.

Christmas is one time of the year when the purse strings open easiest. From Motor Cars to Hot Water Heaters, Fountain Pens to Furniture—all can obtain productive results from using space in The Enquirer.

### THE CINCINNATI ENQUIRER

*One of the World's Greatest Newspapers*

I. A. KLEIN  
50 E. 42nd St.  
New York

R. J. BIDWELL CO.  
742 Market St.  
San Francisco

I. A. KLEIN  
76 W. Monroe St.  
Chicago



*The* CINCINNATI ENQUIRER

*One of the World's Greatest Newspapers*

Covers Cincinnati Every Day—Covers in the Way That PAYS.

lawyers or judges, try conciliatory methods. Too often a foolish subordinate is responsible for the plagiarism, and a courteous letter to his employer will often reveal to the employer a condition that he did not realize existed. Even if this fails the ordinary courts need not be the last resort.

In some States, particularly in New York, laws have been passed to make arbitration out of court binding. Every day disputes that would drag on in the courts for many months are being settled by arbitration under these laws. Every manufacturer should make himself familiar with the working of this arbitration machinery, because such familiarity may some time be the means of saving real money. In New York State the Arbitration Society of America conducts a tribunal for settling dispute by arbitration under the Arbitration Law of the State of New York as amended in 1920.

Stirring up a typhoon in a teapot because a competitor copies a plan is not to be recommended. Therefore before the tempest is encouraged to go too far the manufacturer should face the facts and realize that the copying of an advertising or sales policy in most cases will be a benefit rather than a hindrance.

The best answer to the individual who points out that a competitor has been adopting your plans to further his own ends is usually the short and simple "What of it?"

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## Death of George C. Taylor

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**G**EORGE C. TAYLOR, president of the American Express Company and of the American Railway Express Company, who died on November 18 at the age of 55 years, was a great believer in advertising. The American Express Company was established in 1841 and Mr. Taylor became president in 1915. The company has had its greatest advertising development during the presidency of Mr. Taylor.

When he became president of the company, which he had served since he was seventeen years of age, Mr. Taylor was able to appraise the value of advertising in the development of transportation and of an extensive financial and foreign business, which included the sale of money orders, travelers' checks and other services.

Soon after becoming president, he organized an advertising department for the first time in the history of the company, and encouraged the promotion of the services rendered by his company, doing so not merely with the idea of creating good-will but so as actually to build business along modern sales lines.

That he found advertising a valuable factor in increasing the express traffic was evident and no doubt the effort to secure public attention and approval was in part responsible for the steady increase in the traffic which has been experienced since 1914.

Mr. Taylor was keenly interested in the welfare of the hundred thousand expressmen employed by the company, and to keep them properly informed of the company's activities and of new rules and regulations necessary for the efficient handling of the business he authorized the issuance of a monthly house-organ which became popular with the men.

The greatest epoch in the express business was undoubtedly the period of Federal control of the railroads in 1918 when, at the request of the Director-General of Railroads, all of the express companies in the country were merged into a single operating organization to act as agent of the Director-General of Railroads in handling the express business. The American Express Company withdrew from the domestic transportation field and devoted itself to foreign, financial and travel business of a wide scope and has been an extensive advertiser of all such services, particularly travel, and with special emphasis being laid upon the Round-the-World Tours which that company has since conducted.

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**M**ARICOPA County (surrounding Phoenix) in 1921 laid more permanent paving than any other county in the United States. Then promptly in 1922 the record for the year before was outdone. More than ten million dollars was invested in paved roads in Phoenix and Maricopa county. These facts are more than indicative of growth and wealth. They certainly show the ease with which farmers may reach their buying center.

Now a network of 400 miles of paved roads, all within a radius of 35 miles of Phoenix, makes the city easily accessible to every farmer and suburban resident. The farmers in this section nearly all live on the paved roads and none of them live more than a mile from one, and for every seven persons in Maricopa county there is an automobile.



**The Arizona Republican - Phoenix Arizona**

This is a page from "A Little Book on a Big Market." A copy will be mailed you on request.

NEW YORK—Williams, Lawrence & Creamer, Brunswick Building  
 CHICAGO—Williams, Lawrence & Creamer, Harris Trust Building  
 SAN FRANCISCO—M. C. Mogensen & Co., Examiner Building  
 LOS ANGELES—M. C. Mogensen & Co., Title-Insurance Building  
 SEATTLE, WASH.—M. C. Mogensen & Co., Securities Building

The man who put  
me next to Camels  
is some friend  
of mine

DRINK  
**Coca-Cola**  
DELICIOUS  
REFRESHING

DAIRYLEA

## The Great White Way

created in 1890 by The O. J.  
Gude Co., N. Y., since then  
in constant development and  
operation. Today in 1923 it is  
**Brighter Than Ever!**

**The O. J. Gude Co. N.Y.**

Outdoor Advertising Everywhere

550 West 57th Street, New York

Chicago Cleveland Cincinnati St. Louis  
Pittsburgh Akron Richmond Atlanta  
Wilmington Milwaukee Philadelphia  
London, England



# Sonora

STANDARD  
*Brockley*  
and his friends  
THE O'FLINNES

Kine

STATION



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ECONOMIST "NINETY PER CENSUS"

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of "our" stores (about 34,000) sell corsets and brassieres—*WHY?*

FROM hairpins to fur coats, dry goods sell because the merchant promises, by word or by reputation, that his offerings will serve and satisfy. Of every hundred such sales, *his* selective judgment predetermines ninety-seven.

As community buying agent, the merchant is powerful, but never too proud to listen to good advice.

Advertising to the merchant is ultra-effective, because it serves your major interest and his—yours to sell *well*, his to buy *right*.

Let us show you some advertising—old examples that did business for others or new ones that will for you.

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## The ECONOMIST GROUP

239 W. 39th St., New York

DRYGOODS ECONOMIST \* ATLANTIC COAST  
MERCHANT-ECONOMIST \* MIDWEST MERCHANT-  
ECONOMIST \* SOUTHWEST MERCHANT-ECONO-  
MIST \* PACIFIC COAST MERCHANT-ECONOMIST

*Over 45,000 paid-for copies regularly reach the executives and buyers in 35,000 stores in 10,646 towns—stores doing 75% of the total business done in dry goods and allied lines*

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# Successful Clevelanders Help Store Advertise Men's Suits

They Tell in Newspaper Space Why Men Engaged in Their Respective Businesses Should Be Well Dressed

By Harry E. Martin

THE credit manager of the W. B. Davis Company, men's store of Cleveland, had some pleasant surprises in September and October, and they are continuing in November. Despite the warm weather of September and October and the characteristic trait of men to defer buying winter suits and overcoats until the weather forces them to do so, the number of satisfactory new accounts opened attracted attention. He found a noticeable increase, especially from suburban towns and cities. From one concern in an adjacent city nine new accounts were opened, ranging from the president down to star salesmen. The store's local business also showed a large volume of sales units, regardless of deterrent weather conditions.

This is the most cogent result of the store's series of special advertisements which began in September and will conclude this month. It is doing more than inspiring a word-of-mouth comment. The advertising is bringing tangible results.

In each advertisement of the series of eleven, a man at the top in his particular industry tells what a good appearance means to a man in that line of business. This signed statement is accompanied by a picture of the man and a brief sketch of his career, followed by an announcement of Hickey-Freeman suits and overcoats carried by the Davis store.

"For years I have had upon my desk a list of the seven motivating influences of life, as given by the psychologists," said F. R. Putnam, advertising manager of the W. B. Davis Company, in explaining how he developed the series. "All of us are trying to attain happiness, and the first two factors, according to this list, are

success, or money gain, and well being. In our advertising, I have always attempted to keep these two motivating influences before me. Thus, instead of writing copy about merchandise, I try to help fill a human need; I try to point out the relationship of good clothes to success and one's well being. That's the basic idea back of the series.

"Getting the testimonial advertising from big men in the business world was not an unusually difficult task. Ten years' experience in the advertising department of a newspaper had taught me how to approach men, and I put this knowledge to work.

## PICKING THE LEADERS

"I cast about in my mind to pick out one man at the top in his industry who himself believed in, and would not be afraid of, this kind of publicity. That man was Edward S. Jordan, president of the Jordan Motor Car Company. Never having talked with Mr. Jordan, I called upon his advertising manager and outlined the plan for the series.

"Come in and see Mr. Jordan," he said.

"Previously I had had prepared a plate proof of an advertisement in the form I wanted to run the series, with a space left for the portrait of the man doing the talking. Placing this proof before Mr. Jordan, I told him that I wanted to run a series under the heading 'What a good appearance means to a man in the business,' and this is the way I would like to carry out the plan.

"That's a thing I should like to do myself," was Mr. Jordan's immediate reply; and while I waited he wrote two advertisements.

"After that, with the plate proof

and those two hand-written advertisements, I went after the biggest men I could find in Cleveland. My second call was upon Chares A. Otis, leading broker. He thought the idea a good one, and wrote his views as to 'what a good appearance means to a man in the investment business.'

"When it came to the largest of

lieved that the day their testimonials ran, their commercial customers would flood them with requests for similar material. Attorneys—at least the top men whom I wanted—refused for ethical reasons. And I didn't think of going to physicians for the same reason.

"The results have been good. Besides the new accounts which can be traced to the advertising and the general good business during a dull period, there's no doubt about the value of the series for months and years to come. It linked the name of the store and its merchandise with the names of leading business men in this district. That alone would, I believe, be enough to justify the series."

After the conclusion of the group of advertisements, Mr. Putnam expects to take up another angle of the success idea in its relations to men's dress.

**THE MEN'S STORE**  
*of Cleveland*



Mr. Charles A. Cox, master inventor of the line of Cox & Co. No. 1 of the third generation of this family line, is now residing in W. A. Cox was one of the founders and early promoters of the Service for Savings. Charles A. Cox, father of the present Chas. A. Cox, the founder of the Cox Trust Company, was master of the steamer ship and co-owner, with James G. Robinson, of the steamer ship *Albatross*, which was engaged in commerce with the West and the Orient. Robinson established the firm of Cox & Co. ship. It has since been one of the country's leading ship and steamship lines. Robinson, a large business in the city of New York, built the *Comet*, a ship, which is now in service as a passenger ship.

*What a good appearance means to a man in the investment business*

By CHAS. A. OYER

**T**al a large majority of cases, character is expressed by appearance. Everyone knows that the impression of a neatly dressed, well-groomed person goes a long way in procuring an audience. Well-dressed does not mean extravagantly dressed.

and work today has big advantages over the many who merely wish to get by, both in their work and their dress, and the competition, at the present time is so keen that these qualities are very outstanding. Character emphasized in buying and the clothes one wears speaks for character in other matters.

Feeling the effect on other men,  
the effect on one's own self-respect  
is of great weight. It is always  
worth while to be neat and pre-  
senterable.

of success by purchasing  
the quality and low price  
forty-four years. Adams  
is a suit, up-and-at  
the hand-aided by

### Hickey-Freeman

222

There's only one way to be sure you're getting the best value for your money. That's why we offer a 30-day money-back guarantee. If you're not satisfied, we'll refund your money. No questions asked.



**THE W B DAVIS CO**  
327-35 EVCLID AVE

QUALITY  *since 1879*

### STYLE OF COPY IN THE "SUCCESS" SERIES

the industries, such as the Sherwin-Williams Company and the National Lamp Works, I first consulted their advertising managers. Every man approached was for the plan and was anxious to help put it across. And why shouldn't he be—it meant seventy inches of space in each of two newspapers!

"Of course, I wouldn't lead you to believe that I didn't fail sometimes. I did. I didn't succeed with the bankers, because they be-

## Joins New England Hotel Publishing Company

Lincoln P. Simonds, for the last two years with the Franklin P. Shumway Company, Boston advertising agency, has joined the New England Hotel Publishing Company of that city which he will represent in Florida this winter. Mr. Simonds was formerly with the J. W. Barber Advertising Agency, Inc., also of Boston.

## Pacific Coast Newspapermen Meet

Problems of general interest in the development of increased newspaper advertising formed the keynote of the first annual convention of Pacific Coast and Intermountain newspaper advertising executives and business managers held at the Palace Hotel, San Francisco, on November 13. The convention was held under the auspices of the Pacific Coast office of the Bureau of Advertising of the American Newspaper Publishers Association.

William J. Hofmann, advertising manager of the Portland *Oregonian* and member of the committee in charge of the Bureau of Advertising, presided in the absence of Harry Chandler, general manager of the Los Angeles *Times* and vice-chairman of the committee in charge.

## Estate Stove Account for Ralph H. Jones Agency

The Estate Stove Company, Hamilton, O., has placed its advertising account with The Ralph H. Jones Company, Cincinnati advertising agency.

New



## As Extinct as the Dodo

A LOT of things indispensable to our Grandmothers have been done away with because civilization has no further use for them. But think of the hundreds of articles indispensable to the housewife of today. Articles whose names were unknown twenty-five years ago.

Vacuum cleaners, dishwashers, carpet sweepers, electric stoves, sewing machines, fountain pens, silhouette gowns, silk underwear, a thousand things of which our Grandmothers knew nothing are in daily use today by the women who are the model housekeepers of the nation.

The kind of housekeepers who every month rely upon Modern Priscilla to keep them informed, because the servant problem has today reached such an acute state that the modern housekeeper must avail herself of modern science and invention in order to manage her home efficiently.

That is the reason why Modern Priscilla is the best magazine in which to advertise articles suitable for home use. It is an outstanding example of the one magazine which has built up a circulation of over 600,000 readers on its sincerity as the "Trade Paper of the Home."

## MODERN PRISCILLA

*The Trade Paper of the Home*

New York

BOSTON

Chicago

## The Business Manager's Place on the Editorial Board

THE place of a business manager of a business paper in its editorial conduct was the subject of discussion at a meeting of the Editorial Conference of the New York Business Paper Publishers Association, Inc., at the Hotel Astor, on November 16.

The question, as it was put to the meeting, was: "How Far Can and Should a Business Manager Go in Helping to Edit a Publication?"

John H. Van Deventer, chairman of the conference and editor of *Industrial Management*, read a letter from David Beecroft, directing editor of *Motor Transport*, who said:

"I have found in work with advertising men that you are brought face to face with the merchandising and maintenance problems of manufacturers in a way that the editor rarely has an opportunity of getting because the very warp and woof of merchandising policies are considered and discussed when advertising campaigns are being planned and discussed." He also said that the relationship between the editor and business manager could not be too close, so that both would see their publication in its unity and not look upon their departments as separate units, thereby getting a divided picture of the whole.

Mr. Van Deventer then introduced John W. Stephenson, editor of *The Upholsterer & Interior Decorator*. The business manager's part in editorial work, Mr. Stephenson said, very largely depended upon three factors: the man, the paper and the purpose of the paper. The business manager who cannot bring something constructive in thought and study to the editorial conference, or who is not of the character that can take something away from it, in Mr. Stephenson's opinion, is wasting his time sitting at the editorial board. He also said that the whole staff of a publication should

be imbued with its spirit, and should bring in every bit of news as tips for the editorial end.

Another speaker, Robert J. Patterson, editor of the *American Hatter*, declared that the business manager should go as far as he could in helping to edit the paper so long as final consideration rested with the editor. He also showed how an editor could be a constructive factor in the field covered by his publication through forming and accepting responsibilities in trade associations having for their purpose the promotion of the industry.

Mr. Patterson further stated that if the opinion and influence of the business manager coincided with editorial policies his presence in conferences was not only desirable but very necessary. Necessary, he continued, because the business manager comes into contact with men that the editor cannot reach and with movements in the trade of which the editor knows nothing about. In conclusion, Mr. Patterson said that the business manager should only use this editorial knowledge incidentally and never as a policy, stating that the advertising solicitor who has the "gimmies" for free space never gets very far.

The highlights of the publishing business were touched upon in a reminiscent address by John R. Dunlap, editor-in-chief of *Industrial Management*. He advised the editor to keep in contact with the advertising department which is in close touch with what is going on in the trade. Both departments, in his opinion, must be inseparable if the publication is to succeed.

## Direct Mail Association Reappoints National Commissioners

The Direct Mail Advertising Association has reappointed its representatives on the National Advertising Commission of the Associated Advertising Clubs of the World to serve another year. These representatives are: Homer J. Buckley, president, Buckley, Dement & Company, and Charles Henry Mackintosh, Mackintosh Advertising Selling Service, both of Chicago, and Robert E. Ramsay, of James F. Newcomb & Company, New York.





## Giant Ads tell *where* as well as *what!*

**M**ANY a sale is lost simply because the prospect does not know where the advertised product can be bought—or because his interest flags before he runs across a store where it is for sale.

Giant Ads in your dealers' windows prevent many such so-called "lost-sales." Mere sight of the Giant Ad is all that is needed—the prospective buyer doesn't have to read the text again, because the same advertisement which he saw in the magazine, Giantized, instantly reminds him that here —*at this store*—he either can buy the advertised article or inquire further about it.

Giant Ads are the logical final "hook" in the national campaign —*for they get action at the point of sale*, by focusing *there* the interest aroused by the magazine advertising.

Write for descriptive booklet, rate card and samples.

Giant Ads can be made in any size in black and white, or any number of colors. Usual sizes are 17x22, 19x25, 25x38 and 38x50.

### NATIONAL PROCESS COMPANY, Inc.

117 East 24th Street, New York

Mad. Sq. 3680

BOSTON  
80 Boylston Street  
Tel. Beach 3321

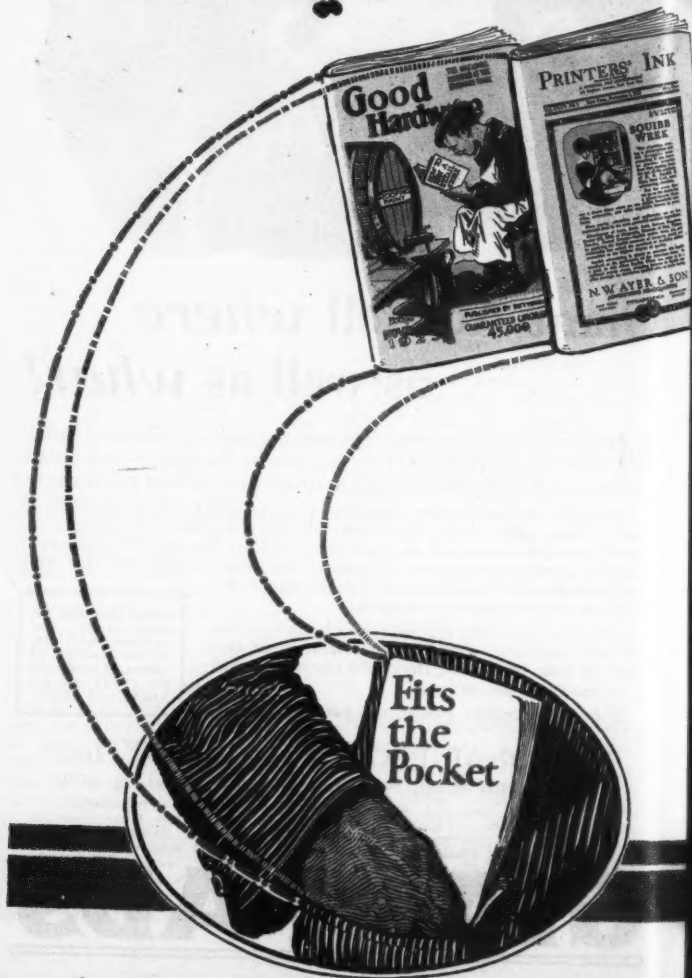
PHILADELPHIA  
1420 Chestnut Street  
Spruce 1173

PITTSBURGH  
335 Fifth Avenue  
Smithfield 1162

SAN FRANCISCO: Barker-Clute Co., Monadnock Bldg.

# GIANT ADS

# Why "Good Hardware" is "Printers' Ink"



# "Good Hardware" "Printer's Ink" Size

We have the mechanical facilities to publish *Good Hardware* in any size we choose. It is made to fit the pocket because we know it is given a wider reading than if it were big and bulky and hard to carry around.

*Good Hardware* has the "meat" the hardware dealer wants. And the "meat" is easy to get at. Therefore he gets at it instead of merely intending to.

This is one reason why *Good Hardware* is such a remarkable advertising medium. Another is the guaranteed circulation of 45,000 copies a month.

TRADE DIVISION  
THE BUTTERICK PUBLISHING COMPANY  
912 Broadway, New York City

**Good  
Hardware**

*The  
National  
Magazine  
of the  
Hardware  
Trade*

# The Important One Per Cent!

**N**INETY-NINE PER CENT of your advertising appropriation should be expended in effecting distribution, magazine and newspaper advertising, out-door posters, etc.—all most deserving of the great expenditure.

*Don't forget the important one per cent*

—consider the stores where your products are on sale—you possibly do not know that about 1% of a *single* appropriation will place a permanent and brilliant-colored message on the windows of these stores—constantly turning passers-by into buying customers!

For your product, whatever it is, you have this beacon-like use for

## “Good-Ad” Signs of DECALCOMANIE That “Goes On Forever”

Attractive, permanent window signs, almost a part of the glass itself—lasting advertisements with no expense after the first moderate cost.

*Send for actual Decalcomanie Samples to try—also for illustrated literature and details of non-obligating, free sketch offer*

### PALM, FECHTELER & CO.

*Decalcomanie Pioneers*

67 Fifth Avenue, New York  
*Representatives in all principal cities*



*Transfer*

## Sales Subjects before Association of National Advertisers

(Continued from page 40)

of service is far too great to give co-operative stores a chance.

"Mail-order businesses will not have the growth that they have shown in the past. They will grow only in proportion to the population."

## Judging Sales Cost on a Time Basis

Much time was given to a plan of charging sales expenses on the cost-per-call basis by W. R. Bassett, president, Miller, Franklin, Bassett Company, in an address on "The Fundamentals of a Correct Sales Policy."

"It is a mistake to judge sales effort on a per cent basis," Mr. Bassett said. "The cost of sales should be judged by the amount of time consumed."

This statement caused Edward T. Hall, secretary, Ralston Purina Company, to ask Mr. Bassett the question: "How many businesses use the system you advocate?" Mr. Bassett replied that about one in one hundred. Following this answer he explained that in some cases when this system was used, territorial division of salesmen was eliminated and in its place was substituted a system that distributed salesmen by layers of prospects. That is, the best salesmen had the biggest prospects, no matter in what part of the country those prospects were. The fair salesman had the medium size prospects, etc.

Companies using this system, Mr. Bassett claimed, have been able, in several instances, to declare economy dividends to their salesmen whenever the salesmen had decreased the cost per call, through the several ways that are open to him and which are fully explained to him, such as more calls or savings on traveling expenses.

## Who Should Sell Advertising to the Salesman?

From the discussions that followed an address on "Selling Advertising Plans to Salesmen," by George W. Hopkins, vice-president and general sales manager of the Columbia Graphophone Company, it was evident that members of the Association of National Advertisers have various plans on this subject.

Mr. Hopkins was a strong advocate of having the sales manager do the job saying: "Be salesmen to your salesmen. Sell them on the reasons why you use certain mediums and on the reasons why you use certain copy. Show your salesmen the table of results after the advertising has been running. By doing this you can cut the cost of distribution and the cost of educating the retailer and thus increase the value of advertising at least 50 per cent. This is the gospel of aggressive selling."

Another method of selling advertising to salesmen, and one that was directly contrary to that advocated by Mr. Hopkins, was explained from the floor by A. K. Barnes, sales promotion manager of the linoleum division of the Armstrong Cork Company. In a discussion on this particular phase of Mr. Hopkins' address, Mr. Barnes set forth that his company had found it profitable to have a sales promotion department that served as a connecting link between the sales and advertising departments, to which the work of selling advertising to the salesmen is delegated. A complete and detailed explanation of this department of the Armstrong Cork Company was given in *PRINTERS' INK* of November 15 by Mr. Barnes in a signed article.

P. L. Thomson, advertising director of the Western Electric Company, said, drawing from his experience, he believed it best that an advertising manager should handle the work of selling advertising plans to salesmen. "An advertising manager's job," he said,

"is 90 per cent selling and 10 per cent buying."

W. W. Wachtel, advertising manager of the Loose-Wiles Biscuit Company, a company with which Mr. Hopkins was at one time associated, agreed with Mr. Hopkins on the absolute necessity of selling advertising plans to the salesmen, but in his explanation showed that the task of selling the advertising plans of his company was handled by himself, saying that he traveled over the entire country in order to meet the salesmen personally and explain the company's advertising plans to them.

## Is Period of Deflation Imminent?

The statement that all industry must immediately enter into a period of deflation, made by H. R. Wellman, Professor of Marketing at Dartmouth College, was challenged from the floor by representatives of two industries.

Mr. Wellman at the conclusion of an address made the following statements that provoked this discussion: "We know, our banks know, and our salesmen know that we must have deflation. Business is on the down slump. Prices are going lower. Labor costs will come down. Hitherto labor has been saved by chaos in Europe.

"You will either do this or the public will do it for you."

Speaking for the Western Clock Company, W. S. Ashby said his company was now selling on promise of delivery during the first three months of 1924. The chairman of the meeting, P. L. Thomson, president of the Association, called upon a representative of a watch manufacturing company and found that that company was in agreement with the Western Clock Company in the fact that orders were not being booked except for several months ahead.

Mr. Ashby, in his statement on the good business of the Western Clock Company, said that his company gave much credit for its

sales success to its treatment of the retailer. "We treat all retailers alike, we always try to reach every one of our dealers at least once a month with an unselfish message that helps him make sales. We maintain our price level. Sears, Roebuck & Company cannot buy Western clocks any cheaper than a retailer at Rye. Of course, sometimes the jobber may cut the price to the retailer, but on advice of counsel we do not attempt to touch that situation."

"The paint and varnish industry is not troubled with any of the evils which Professor Wellman described," O. C. Harn, advertising manager of the National Lead Company, said from the floor, and then added that he saw no reason for taking the course of action that the speaker had prescribed.

## How to Get Effective Commercial Research

The method that the Harvard Bureau of Business Research uses in making commercial research studies was explained by Professor Melvin T. Copeland, chief of that bureau. At the outset Professor Copeland said that the Harvard Bureau of Business Research did not make commercial surveys for individual firms since it would be improper to secure confidential data under the name of Harvard University and then sell it for the private gain of some business, and since the University would then be in competition with private undertakings already collecting such information.

Statistics alone are of no value in research work, according to Professor Copeland. There is need of assembling a large number of cases in order to get all factors necessary in order to arrive at a decision, which means the case system. He offered these points as guide posts from his experience:

(1) Commercial research should have a definite object and should not be promiscuous.

**25¢ a line**  
*or*  
**55¢ a line**

Some  
 Exclusive  
 Journal-Post  
 Advertisers:

American Beauty Irons  
 Chipso Flakes  
 Clicquot Club Gingerale  
 De Luxe Bedsprings  
 "400" Products  
 Green River  
 Hickory Garters  
 Ivory Soap  
 Karo Syrup  
 Linit Starch  
 Mazola Oil  
 McFadden Publications  
 New Currency Cigars  
 Old Dutch Cleanser  
 Royal Typewriter Co.  
 Van Dyck Cigars  
 Wm. Penn Cigars  
 Woman's Home  
 Companion

**To cover the  
 Kansas City  
 market - in  
 the evening  
 field ~**

The national advertiser can cover Kansas City and its trade territory with The Kansas City Post (evenings) at a less cost per reader . . . 25c a line as compared with 55c, charged by Kansas City's other evening newspaper, compelling the use of their morning and evening combination. The Journal-Post's morning and evening combination rate is 38c a line.

Thorough and adequate coverage can be secured evenings, by using The Post alone . . . at a rate of 25c a line.

# The Kansas City Post

**MORE THAN 168,000 CIRCULATION**

*Walter S. Dickey, Owner and Editor*

*Edwin O. Syman*  
 General Business Manager

*J. Mora Boyle*  
 Advertising Director

National Representatives: *Verrée and Conklin*  
 New York      Chicago      Detroit      San Francisco

MCCUTCHEON-GERSON  
SERVICE

ANNOUNCES  
the appointment of

JOHN C. HEALY  
*as Director of Service and  
Merchandising*

In making this appointment, McCutcheon-Gerson Service feels it is further assuring its clients a grade and kind of service in keeping with its purpose to measure up to the unqualified approval of the most exacting.

It is confident, too, that the Merchandising plans created by the organization will be directed to the same successful conclusions that have been responsible for the rapid development of McCutcheon-Gerson Service to the place it now occupies in the Advertising business.

MCCUTCHEON-GERSON  
SERVICE

64 West Randolph Street, Chicago

21 Park Row  
New York

48 St. Martin's Lane  
London



(2) In the use of questionnaires a short questionnaire is far to be preferred. The questionnaire should ask for facts.

(3) It is useless to ask for tendencies or general opinions. The average person cannot generalize. He takes only the last example that is in his mind and makes his general conclusion or statement from that last experience.

(4) How the information that will be gained from the questionnaire will be co-ordinated when the questionnaires have been filled out, should be determined in advance.

(5) It is essential that enough time be allowed for tabulating and interpreting results given on a questionnaire. A long time is usually given to making a survey and very little time given to tabulation and interpretation.

(6) Use the sampling method. A representative sample usually is as dependable as a complete survey.

### Value of Co-operative Advertising Questioned

George W. Hopkins, vice-president and general sales manager of the Columbia Graphophone Company, in a previously mentioned address on "Selling Advertising Plans to Salesmen," made a statement that questioned the value of co-operative advertising which provoked discussion from the floor. Mr. Hopkins' statement was that co-operative advertising of an industry was of no value, for "you can't sell salesmen advertising that takes in the whole industry. The salesman wants to see his own company's name at the bottom of the advertisement."

O. C. Harn, advertising manager of the National Lead Company, immediately challenged Mr. Hopkins' assertion at the conclusion of Mr. Hopkins' address.

"The Save-the-Surface campaign," Mr. Harn said, "had now succeeded in coming within 12 per cent of doubling the sales of the paint and varnish industry." It

was three years ago, according to Mr. Harn, that that association set as its goal the doubling of the sales output of the industry within a period of five years. Thus the paint and varnish industry has still two years in which to obtain the additional 12 per cent necessary to double its sales output. Mr. Hopkins questioned the record that had been made by asking whether or not this great increase in sales had come from increased building instead of co-operative advertising.

To this question Mr. Harn replied that the paint industry is at its best on the sales score when building is at its minimum and therefore increased building does not have any great effect on the volume of paint and varnish sales.

Later in the day in connection with another subject Mr. Harn again had an opportunity to refer to the co-operative paint and varnish campaign, saying that before the advent of this campaign the industry had a serious situation. It was in a position where there was much unconscious selling and manufacturing. The members of the industry were fighting for a share in a very restricted market. The net profits of an individual manufacturer never corresponded to his apparent success in getting new accounts. While fighting for this restricted market, a large market was being neglected. The secret of the Save-the-Surface campaign was in showing the industry how to get a market that none of its members ever had before, and today the paint and varnish industry is not under the necessity of dumping its products.

### Distribution and Marketing Personnel

"If I were to be asked what two elements I deemed most essential to the successful national distribution of a line of quality merchandise," said O. D. Street, former general manager of distribution of the Western Electric Company, "I should without hesitation answer—first: a knowledge

of your distribution costs both by customers and by items, and second, a competent well-balanced marketing personnel." He continued:

"Factory costs can be reduced by improving production methods—factory costs can also be reduced quite as much and often more through the adoption of sound and improved marketing methods which will bring in additional business and thereby increase the production schedules. Advertising methods when properly worked out by experts, and when thoroughly co-ordinated with the other sales plans of the institution are bound in this day and age to bring more business for most companies, whether they be large or small, than can possibly be obtained, in the same quantity or at the same cost, without advertising.

"The horizon of few executives is wide enough to enable them to qualify as advertising experts, yet if they are *big* executives, they will have common sense enough to know that they are not, and cannot hope to become, advertising experts and they will be wise enough to hire men who are experts, and will be *clever* enough to pay these men what their services are worth.

"By experts I have reference, of course, to the advertising manager if he is worthy of his title—some of them are not—and to the men in that group of advertising agencies where the accumulated experiences of many advertisers, acquired over a period of years, is available for use as a touchstone and guide post for other clients. The commission, or its equivalent, paid to the agency for service is a modest charge if the agency has a personnel capable of gathering the meat from the chestnuts they and others have helped to crack, and ingenious enough to apply what they ought to have acquired, in a constructive way, to your problems.

"I hold no brief for the agencies, yet I am convinced from my own observations and experience

that the best of them are capable of making the advertisers' money go much further than it will go without their service.

"A good advertising manager helped by a good agency—the two believed in and believing the sales executive—and the three counseled with, but not in details, dictated to by a real chief executive, should constitute, if given a reasonable and continuing appropriation, a marketing and distribution personnel that will produce good results today and better results tomorrow."

### Judging the Value of an Advertisement

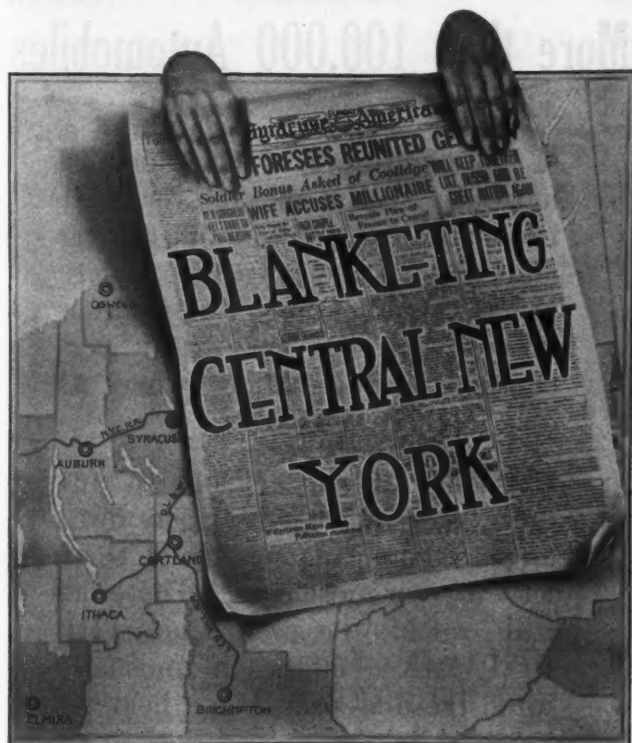
In an address on "Laboratory Methods in Testing Advertisements" Professor Daniel Starch of Harvard University, explained a method of testing the value of an advertisement, which had been arrived at after fifteen years of study on that subject.

This method which bears several descriptive names such as the "Ranking Method" or the "Order of Merit Test" calls for the presentation of an advertisement or series of advertisements to a properly selected group (that is, a group of consumers or buyers of the product advertised) for the purpose of asking them to decide upon the following three questions concerning the advertisement or series of advertisements:

- (1) What is the attention value of the advertisement as a whole?
- (2) What is the relative value of the headline?
- (3) What is the relative value of the convincingness of the text after it has been read through?

Parenthetically speaking, he offered the observation that he had found that the attention-getting value of an advertisement and the relative value of its headline to be of greater importance in this test than the value of the convincingness of text.

By the use of charts he showed how the results obtained from this test checked up with actual returns on the same advertise-



**L**ARGEST newspaper circulation in Central New York—with 71% concentration in usable territory. Reaches 58 out of every hundred families in concentrated merchandising areas. Lowest cost per thousand, in both total and city-concentrated circulation.

#### FOREIGN REPRESENTATIVES

C. I. PUTNAM  
2 COLUMBUS CIRCLE, NEW YORK CITY

F. E. CRAWFORD  
913 HEARST BUILDING, CHICAGO, ILL.  
ARTHUR BOOTH, 50 BUTTER STREET, SAN FRANCISCO, CAL.

#### G. LOGAN PAYNE COMPANY

TOWER BLDG., CHICAGO

KRESGE BLDG., DETROIT

CARLETON BLDG., ST. LOUIS

SECURITY BUILDING, LOS ANGELES

PAYNE, BURNS & SMITH

247 PARK AVENUE, NEW YORK

100 BOYLSTON STREET, BOSTON

# More than 100,000 Automobiles!

☞ Manufacturers of Automobiles naturally seek a market for their products among automobile owners and prospective owners. There are few publications whose circulations represent as great a percentage of automobile owners as does THE ROTARIAN.

☞ Practically every one of our more than 90,000 subscribers owns an automobile and many of them have two or more cars. Therefore it'll quickly be seen that THE ROTARIAN offers an unusually intensive and productive field for automobiles and accessories.

## THE ROTARIAN

The Magazine of Service

Advertising Manager, Frank R. Jennings, 221 East 20th Street, Chicago

Eastern Representatives  
Constantine & Jackson  
7 West 16th St., New York

**CHICAGO**

Mid-West Representatives  
Wheeler & Northrup  
1340 Marquette Bldg., Chicago

Subscription price: \$1.50 in U. S., Newfoundland, Cuba and other countries to which minimum postal rates apply; \$1.75 in Canada; \$2 in all other countries

*Published Monthly by Rotary International*

*Member Audit Bureau of Circulations*

ments after they had appeared in publications.

## How to Clear the Channels of Distribution

"Advertising suffers because it is so far ahead in the procession of all other elements in distribution," Charles J. Crockett, sales and advertising manager of the American Lady Corset Company, declared in an address on "Better Relations between National Advertisers and Retailers."

"The backwardness of the other elements in distribution," he continued, "slowed up the effectiveness of advertising." "This situation," he declared, "cannot be remedied until the present system of distribution is recognized as a correct one."

"The system of the manufacturer selling the jobber and the jobber selling the retailer is absolutely the right one," Mr. Crockett emphatically stated, after espe-

cially requesting that he be put on record as saying this.

"Manufacturers spend too much time fighting the jobber instead of working with him," he said as a preface to suggestions for clearing the distribution channels of business. His suggestions were:

(1) That wholesalers be shown by the manufacturers how to give their own salesmen better training.

Manufacturers should make clear to the wholesalers that it is possible for a wholesale salesman to make the retailer a better merchant by showing him how to balance stock, get turnover, use advertising properly, etc.

(2) In addition, the manufacturer must constantly plan better sales assistance for the jobber, and must be prepared to augment the jobber's sales force.

This spirit of helpfulness on the part of the manufacturer toward the jobber would be reflected by the jobber in his relations with the retailer, in Mr. Crockett's opinion.

## Report of P. L. Thomson, President, Association of National Advertisers

With the conclusion of another year in the Association's activity it is my privilege, in behalf of your directors and officers, to render an accounting of their stewardship.

Our organization has to its credit one more year of continued accomplishments in the direction of making our advertising dollars go further; and it has maintained its membership and its satisfactory financial position. But that does not mean that we are satisfied, for your officers have the vision of a greater organization equipped to do greater service for each of us individually, for the membership as a whole and for the cause of more efficient selling and advertising.

A time like this is a time to take account of stock; to appraise our usefulness and to set a mark toward which we may work in the future.

What are the objectives of this Association?

As I see it, the Association of National Advertisers provides a meeting ground for the common interests of all those who have a national selling or distributing problem, and who do or may use advertising as a means to that end.

Very good—a reasonable platform, but what has been accomplished through it?

Some of the things which the Association of National Advertisers has been doing and doing well are these:

(1) It has gathered together and made available for the membership the important developments along the line of lowering distribution costs through greater efficiency in selling and advertising.

(2) It has brought together at our conventions, from the field of research, leaders of thought to set

up higher standards of practice directed to the same end.

(3) It has operated as a forum for the interchange of experiences of its members in the making and using of effective publicity.

(4) It has thus come to be considered as a right-hand adviser to the membership.

(5) It has stimulated and as-



PHILIP L. THOMSON, RE-ELECTED PRESIDENT OF ASSOCIATION OF NATIONAL ADVERTISERS

sisted other factors in advertising in the elimination of waste in the production, sale and purchase of various forms of advertising and service.

(6) It has helped toward a better public understanding and a truer public appraisal of advertising, as the most effective means of mass selling.

(7) It has functioned consistently to safeguard the common interests of its membership through the opposition to unfavorable legislation, unfair trade practices, rate increases and the like. It rightfully holds the title of the "watch dog of the advertisers' interests" through its zeal in safeguarding us from any influences likely to undermine the

usefulness or the good name of legitimate advertising effort.

(8) It has been a great educative force to the more than three hundred men who have represented its member companies by enabling them to know each other and by building up between them a basis of friendly understanding and confidence and ability to share each others' experiences to the profit of all in a way impossible through any other organization.

(9) It has been a potent force for the upbuilding and stabilizing of advertising practice, and the encouragement of all that is best and constructive therein.

(10) It has stood consistently for the establishment by evolution—not revolution—of a system of agency remuneration by the advertiser on the basis of service rendered rather than by the publisher on the basis of the amount of space used.

(11) It has taken a conspicuous part in leading to the adoption of the program for the simplification of paper sizes through co-operation with the Bureau of Standards of the Department of Commerce—a movement which when carried through to its logical outcome will mean great economy for publishers and advertisers alike.

(12) It has furnished a variety of services to the membership too wide to catalogue. The record of data service furnished to the members during the eleven months of 1923 from the headquarters office runs up to the amazing total of 33,000, and this with a staff of but eighteen people.

It might be assumed from what I have said that we look upon our organization as quite sufficient in itself to solve all of the problems that relate to marketing on a national scale. Such is far from true. We recognize that all far-sighted makers or users of advertising are concerned with the problem of reducing the cost of distribution. It is obvious, however, that there are details of this problem that concern in a different way sellers of advertising space, advertising agents, printers, and

# THE PHILADELPHIA RECORD

## The Fastest Growing Paper in Philadelphia

April .....	116,907
May .....	120,332
June .....	125,456
July .....	133,081
August .....	144,649
September .....	147,545
October .....	150,838

## How to Sell the Phila. Market

Successful merchandising in Philadelphia depends on efficient advertising plus a complete, concise knowledge of the peculiar conditions of this enormous market. The Record's Merchandising Department has the knowledge. It has helped others and can help you. Write for booklet: "The Philadelphia Market."

Represented by

Story, Brooks & Finley

Fifth Avenue Bldg.  
New York

People's Gas Bldg.  
Chicago

# 150,000 CIRCULATION

## WHAT'S IN A NAME?

**N**OTHING you say. On the contrary. There's much in a name. Take Gary, Ind., for instance. Gary has shown great growth. It is easily Accessible. Here one finds warm Responsiveness, the secret of which is her Youth.

**G**ROWTH—In sixteen short years, from sand dunes to Indiana's sixth city with a population of 65,000. From sand dunes to a hustling city of public buildings, churches, Y. M. C. A., Y. W. C. A., libraries, civic center buildings, golf clubs, a \$250,000 municipal bathing beach, etc., etc.

**A**CESSIBILITY—The advertiser's plan of access is a simple one in Gary, Ind. There is only one paper, the Evening Post-Tribune, a typical cosmopolitan paper reaching 11 out of 12 Gary homes. No need for the costly practice of using two or three papers to get adequate coverage.

**R**ESPONSIVENESS—The warm response of our readers is easily explained. Our citizens are loyal and public-spirited, buying everything right at home. And they have implicit faith and trust in their one paper—The Post-Tribune—because of its fair and independent policies.

**Y**OUTH—The old adage goes, "Youth will be Served." And so it goes with Gary. A young city, just 16 years old, with an unusually large "18 to 40" population. Covering Gary so completely, the Post-Tribune reaches practically all the "18 to 40" population, which is recognized as the alert, aggressive, buying population.

WE ARE AT YOUR SERVICE

# GARY POST-TRIBUNE

Gary, Indiana

Member of A. B. C.

Western Offices  
Knill-Burke, Inc.  
122 So. Michigan Ave., Chicago

Eastern Offices  
Knill-Burke, Inc.  
Brokaw Bldg., N. Y.



the advertisers who actually pay the bills. It is fitting that each of these groups should work to some extent independently toward the solution of their individual problems, to the end that their combined results may contribute in the most effective way to the solution of the ultimate problem.

Neither the Association of National Advertisers nor any other association composed of specific interests in the broad advertising field can be successful if its purpose is to combat the legitimate interests of other groups in the same field. It is not the purpose of the Association of National Advertisers to function except in the utmost harmony with the other groups, but it is its purpose to concern itself zealously with the fundamental interests of its members and to base its activities on a broadly reasoned and carefully considered conclusion as to the best means to be employed to decrease the cost and increase the effectiveness of advertising.

One of the greatest aids to this end, we believe, is a more intensive knowledge of advertising—its possibilities and its methods—on the part of the advertiser himself. It will continue therefore to be a primary function of the Association of National Advertisers to conduct continual research into the facts and figures pertinent to successful advertising investment.

To attempt to set down within the limits of this brief review the problems which this organization must tackle during the coming year is almost like cataloguing every problem incident to the merchandising of production and service. It looks to me, for one thing, as if we are going to pay a lot of attention to matters of circulation as we did in 1917, but from a different angle. Advertisers are faced with a tremendous amount of duplication, particularly in magazines. The competition for circulation among magazine publishers grows apace, and we pay the bill. All kinds of methods are being used—premiums, clubbing, instalment subscriptions, and other forms of

forcing the circulation up—and up go the rates. The difficulty of discrimination is increased for the advertiser and our costs of reaching the family unit are being pyramided at a time when we know they must be reduced.

Some of us, again, are a great deal interested in this problem of the differential between local and foreign newspaper rates, and the report of our committee,\* which will be distributed at this meeting, will be evidence enough of the job which is cut out for us toward reducing that spread.

Again, there are signs on the horizon of new attempts to tax advertising through legislation, and we must be on the alert to guard our common interests in that direction.

These are some specific examples of the sort of work which we believe our organization, of all others in the field, is best equipped to do.

We are hearing more and more these days of the necessity of justifying advertising to the consuming public. It is true that there has developed a critical attitude toward advertising based partly at least on a misconception of what it is and what it does in the way of decreasing the cost of the world's goods. Isn't it obvious that the members of this Association are the logical channel through which to conduct this educational work, rather than those organizations engaged in the business of advertising as such, and therefore not free from the suspicion of self-interest? We know that the money we spend can be justified as a legitimate means of providing the service we offer the consumer. But isn't it up to us as an association to convey that idea to the public?

One of our members, Mr. Lockwood, of Johns-Manville, had an excellent article in a recent issue of *Collier's*, "Who Pays for Advertising?" Many others among our membership are speaking be-

\*The report was a listing of newspapers, geographically, and gave the minimum foreign rate; minimum local rate; difference and per cent of difference.

fore trade bodies, advertising clubs, educational institutions and the like on the economies of advertising. Several of our members are addressing audiences at the Advertising Exhibit in New York. This is a mighty constructive work. We ought to keep it up and we ought to do a lot more of it.

In this day when it is costing more to distribute merchandise than to manufacture it, the major problem of this group of ours is, of course, to find ways and means of lowering distribution costs. That is the keynote of the program of this convention, as indeed it has been of all of them during the past few years. In that respect our Association may be said to have outgrown its name, as it has long since outgrown the consideration of mere advertising technique as its chief concern. You remember this point was raised at the New York convention in 1918, when the proposal for a change in name was defeated. But the evolution of the organization could not be stopped and we have come through to the larger work with a name which no doubt does fall short of indicating the scope of our activities.

I believe we must find a way in which to overcome the limiting features of this name. We are not a group of advertising technicians or artisans interested in the glorification of advertising for its own sake, or primarily in its mechanical aspects. We are business men, first of all, directly interested in the problems of selling, merchandising and distribution, and our interest in advertising is in its use as a means to serve these ends. Our interests, then, are only incidentally the concern of other advertising associations. Most of them are based upon the assumption that advertising is a profession or a business in itself, comparable to the steel business, the automobile business, etc.

Advertising to us is exclusively a means and never an end. The members of the Association of National Advertisers have no financial interest in the business of advertising or in the develop-

ment of any particular type of advertising. It is this unique basis for our homogeneous interests which fundamentally differentiates our purposes from the purposes of most other organizations. Our primary concern is the correct appraisal of the value of various types of advertising so as best to co-ordinate their use in our respective businesses as a means to cheaper and more effective selling and merchandising.

If there is any business seeking a national market, which ought not to be glad to stand with us upon that platform, I'd like to have it named.

To all such we extend an invitation to join with us. We have a common problem and it's a big one—a job worth doing and doing well. The Association of National Advertisers has a long record of useful accomplishments to its credit, but it faces a larger responsibility and a larger opportunity today. We are in the business of making advertising serve as an educational force, a selling force, a profitable force for the business in which we are engaged. May we all prove worthy of the task.

## Report of Agency Relations Committee

In a report submitted as chairman of the agency relations committee, G. Lynn Sumner, advertising counsel of the International Correspondence Schools, made the following statements and observations:

"Since so large a part of all advertising done is handled and placed by agents, the subject of agency relations is always of intimate and active interest to the membership and it is proper that the Agency Relations Committee should be a standing committee charged with the duty of reporting all new developments in this important advertising relationship.

"Gradually the character of advertising agencies is undergoing a notable change. Originally they represented, of course, only the publisher, their sole function was to sell space, and they were paid

---

*He certainly gave me a pleasant interview—listened to all I said and agreed with me every time.*

¶ He seemed to think that 136,000 subscribers was a wonderful list,

¶ Cotton at 32 cents a pound "struck him right between the eyes." He said it was great.

¶ He never questioned a minute the fact that a whole lot of new automobile customers must be dug up next year or sales will show a decrease in volume.

¶ The fact that we have 136,000 well-to-do farmers throughout the Southeast who read the TRI-WEEKLY CONSTITUTION every-other-day and who have never seen one of his automobile advertisements seemed greatly to impress him.

¶ He was enthusiastic over the possibilities of new sales in this virgin field.

¶ "But," he said, "the trouble is, our appropriation doesn't cover media of this kind at all, strange as it may seem to you, and much as we need it.

¶ "We buy farm papers and we buy daily papers. The Tri-Weekly Constitution is a combination of both—in order to take it on I must re-arrange my appropriation."

¶ Well, suppose he does have to re-arrange his whole appropriation—it's worth it!

JIM HOLLIDAY.

---

# 775,000 Men

## and their families

### READ COLUMBIA

This is a partial list of national advertisers and large mail order advertisers using COLUMBIA :

- |                              |                         |
|------------------------------|-------------------------|
| *B. V. D. Company            | *American Safety Razor  |
| American Tel. and Tel. Co.   | Pepsodent Company       |
| *Valet Auto-Strop Razor      | The Crane Company       |
| Brunswick-Balke-Collender    | *Wrigley's Gum          |
| Coward Shoes                 | Douglas Shoes           |
| *Health Builder              | *Mi-Hogar Cigars        |
| George M. Forman & Co.       | Thos. Cook & Son        |
| *Jason Weiler & Sons         | U. S. Shipping Board    |
| S. C. Johnson & Son          | *Little Leather Library |
| *Correct Eating Society      | R. G. Sullivan's Cigars |
| Dictograph Products Co.      | The Comer Mfg. Co.      |
| *Thompson-Barlow Co.         | *Nelson Doubleday, Inc. |
| Loftis Bros. Jewelry         | The Aladdin Company     |
| *P. Lorillard Co. Cigarettes | Glastenbury Underwear   |
| Monson Worsted Company       | A. G. Spalding & Bros.  |

\*Full Pages

These advertisers (shrewd buyers of advertising space) use COLUMBIA because their sales message has a direct appeal to men and COLUMBIA has a 100% men's circulation

# COLUMBIA

*A National Monthly Magazine published, printed and circulated by the Knights of Columbus. National Headquarters, New Haven, Conn.—for 775,000 Knights and their Families*

DAVID J. GILLESPIE  
Advertising Director

EASTERN OFFICE  
25 West 43rd Street, New York

A. T. SEARS, Western Representative  
Peoples Gas Bldg., Chicago, Ill.

by the publisher a commission on the space they sold. With the development of advertising as something more in the nature of a science, the majority of these agencies have become service agencies with well-organized copy, plans and marketing divisions. By their very altered character their service is now rendered to the advertiser, they are actually employed by the advertiser and make their contracts for space for his account. Unfortunately, however, even though they are employed by the advertiser, the early trade practice as to method of compensation has persisted and they are still paid by the publisher in proportion to their purchases from him.

"We do not expect that a precipitate change will take place in this system of compensation nor do we believe that an abrupt change would be desirable. We do believe that in the evolution of advertising such a change is inevitable and that the time must come when the advertiser may contract with his agency for an agreed service at an agreed price without that price being predetermined by a third party.

"Meantime, however, with this well-known trade practice in effect, we believe it to be the logical function of this Association to assist its members in every possible way to get maximum value for their advertising dollars under circumstances as they are. They are entitled to know the true legal status of the agent, and that was defined for them by our counsel at the Detroit meeting. Through questionnaires the character of service rendered individual members by their agents has been determined and passed on to all.

"All advertising is undergoing a constant and improving change and the ceaseless vigilance of this Association in repeatedly stating certain fundamentals and in presenting certain facts regarding agency relations has played no small part in bringing about this improvement. There is no question that the advertiser can get today more service from his agency than it ever was possible

to get before, both because he has learned how to use more effectively his agency and because in the agency itself evolution is at work.

"That so much progress has been made is a most encouraging indication of future development in relations between the advertiser and his agent and we believe that this Association should continue directing attention to the basic fact that net return per dollar invested and not mere volume of expenditure is the real measure of efficient advertising."

### Management Association Headed by S. A. Lewisohn

Sam A. Lewisohn, vice-president of the Miami Copper Company, has been elected president of the American Management Association, New York. He succeeds W. W. Kincaid, president of The Spirella Company, Inc., who has been appointed chairman of the research program committee.

The following were elected vice-presidents: Charles R. Hook, vice-president of the American Rolling Mill Company; John A. Stevenson, vice-president of the Equitable Life Assurance Society; and Fred W. Tasney, vice-president of the Prudential Insurance Company of America. L. F. Musil, comptroller of the Cities Service Company, was elected treasurer; and H. B. Bergen, manager of the personnel department of Henry L. Doherty & Company, assistant treasurer.

The directors of the American Management Association are: C. S. Ching, supervisor of industrial relations, United States Rubber Co.; C. R. Dooley, manager, personnel and training, Standard Oil Company of New Jersey; E. K. Hall, vice-president, American Telephone and Telegraph Co.; W. W. Kincaid, president, The Spirella Co., Inc.; J. M. Larkin, assistant to president, Bethlehem Steel Corp.; Elisha Lee, vice-president, Pennsylvania Railroad Co.; Miss Louise Moore, employment service manager, Dutchess Manufacturing Co.; D. W. K. Peacock, personnel director, White Motor Co.; Dr. R. S. Quinby, service manager, Hood Rubber Co.; Percy S. Straus, vice-president, R. H. Macy & Co., Inc.; and Arthur H. Young, manager of industrial relations, International Harvester Co.

W. J. Donald is managing director and secretary.

### C. J. Krehbiel Dead

C. J. Krehbiel, president of the C. J. Krehbiel Printing Company, Cincinnati, died at his home near that city on November 16, at the age of seventy-four. He started in the printing business at Cincinnati in 1872. Mr. Krehbiel was the author of "The Cost of Printing" issued thirty-five years ago and has been called the father of the printers' cost system.

# The Difference Between a Poster and a Handbill

The Status of the "Sniper" as Opposed to the Seller of Paid Poster Space

PEIRCE BROTHERS, INC.

NEW YORK

Editor of PRINTERS' INK:

May I ask you to kindly give me the definition of the words "poster" and "handbill" as understood by the trade?

Will you please also state whether posters or handbills are limited to certain dimensions, and if the stock of paper on which they are printed or lithographed would affect the definition of these two words?

Your definition will serve to clear an argument regarding the interpretation of the meaning of these two advertising mediums.

PEIRCE BROTHERS, INC.,

R. D. CAROL,  
Passenger Manager.

**S**TRICTLY speaking, a handbill is an advertisement which is meant for distribution by hand, such as the leaflets passed out by sandwich men or at the doors of theatres, while a poster is an advertisement intended for public exhibition over a certain length of time on a poster location.

However, there is another distinction sometimes made in the trade, and it is this distinction that the writer of the above letter probably has in mind.

During the past few years there has been a general movement for the standardization of sizes of posters in order to bring about an efficient uniformity and further the appearance of posters and poster stands. The most generally used large poster is the twenty-four sheet, which is approximately nine by twenty feet in size. There are also some eight-sheet posters, but these are not widely used. The most widely used small sizes are three-sheet posters, although one- two- and four-sheet sizes are used frequently for certain classes of posting.

The method of designating posters in this way grew up from the fact that formerly posters were delivered by lithographers in sheets which were twenty-eight by forty-two inches in size. With the improvement in presses, however, it has become

the practice to deliver posters in sheets double the old single size, although the old size is still used in describing the dimension of a poster. This means that a twenty-four-sheet poster is (under the present system of nomenclature) four sheets deep and six sheets wide, although usually it is delivered in twelve sheets instead of twenty-four. In some cases the number of sheets delivered will vary slightly from twelve. This is due to certain features of the layout which makes it necessary to have the sheets join at points different from those where they would normally join.

Owing to the activities of leading poster-advertising organizations all large postings are done with twenty-four-sheet posters. The president of one of the large outdoor advertising companies describes a poster as being "leased, protected, inspected and renewed," which means that it is posted on leased space that is sold exclusively to the advertiser for a certain period, usually thirty days for a single posting, that the locations are inspected regularly and protected from defacement, and that the posters are renewed at stated intervals.

Smaller posters are used in restricted spaces, such as in elevated and subway stations or on the walls of railroad stations. These smaller locations are also carefully protected if leased by a reputable company.

What is known in the trade sometimes as a "handbill" is in reality a poster of no standard size that is usually distributed by the process known as "sniping." "Sniping" means simply that the advertiser has had a number of bills printed and handed over to a crew of billposters, who put them up anywhere they find space, on a barrel, a wall or a cellar door.

The "sniper" as a general rule

# THE PUBLIC LEDGER

*Morning — Evening — Sunday*

is the one Philadelphia newspaper which, in addition to offering national advertisers the most responsive audience in this field, is daily to be found at the right hand of those busy executives in all lines of wholesaling, jobbing, and retailing in this market who are looked upon as dominating factors.

The Public Ledger has over 280,000 daily circulation and gives the advertiser that consumer demand that makes for good returns.

*If you have a Philadelphia problem  
the Trade Development Department  
of the Public Ledger can help you.*

# THE PUBLIC LEDGER

*Morning — Evening — Sunday*

*Independence Square*

*Philadelphia*

**GUY S. OSBORN, Inc.**

**1302 Tribune Building, Chicago**

**Detroit Office:  
Ford Building**

**St. Louis Office:  
Globe Democrat Building**



ERWIN, WASEY & COMPANY  
*Advertising*

CHICAGO

NEW YORK

PARIS

LONDON



We continue growing; so we  
are moving into bigger, bet-  
ter, brighter quarters on the  
Near North Side: a whole  
city block of floor space in  
Chicago's splendid new  
building, the America Fore



***New Chicago Address: 844 Rush Street***

*Comprising the block within Pearson, Chestnut, Rush and Cass*



works with a certain speed and stealth, his object being to get up as many bills as possible in as many places as possible without getting caught. The "sniper" is not a believer in paying for space and when held up for some kind of reimbursement avoids if possible paying with real money. For this reason the "sniping" form of advertising seldom finds its way to effective positions, is usually shabbily displayed, is soon worn out to the point of illegibility, and probably represents a waste of money.

Paper and printing have nothing to do with the definition of a poster. The stock to be used on a poster is up to the lithographer, who understands the requirements of the medium. Strictly speaking, also, there is no limitation to the size of the poster, but, as has been pointed out, the leading poster advertisers stick to standard sizes for economic and beauty reasons.

It might be well to point out that the term "handbill" as just described is gradually disappearing, as advertisers realize the poor investment offered by the handbill as against the poster.—[Ed. PRINTERS' INK.]

### R. M. Spangler Joins Smith & Ferris

Ralf M. Spangler has joined the staff of Smith & Ferris, Los Angeles advertising agency, as account executive. He had been for some time with Klau-Van Pietersom-Dunlap, Inc., Milwaukee advertising agency, in a similar capacity. Mr. Spangler was at one time assistant advertising manager of Sears, Roebuck & Company, Chicago, and later general sales and advertising manager of the W. A. Sheaffer Pen Company, Fort Madison, Ia.

### Co-operative Tobacco Publication Appoints Thomas H. Child

Thomas H. Child, New York, has been appointed Eastern advertising representative of the *Tri-State Tobacco Grower*, of Raleigh, N. C., published by the Tobacco Growers' Co-operative Association of Virginia, North Carolina and South Carolina.

### New Advertising Business at Hutchinson

Fred L. Foster has formed the Fred L. Foster Advertising Service at Hutchinson, Kan.

# "Punch"

*"The Foremost Humorous  
Journal of the World"*

⌘

**THE** Subscribers to "PUNCH" constitute the finest "QUALITY" Circulation available for the Advertising of High-Class Goods and Service. That is why the advertising section of every issue is filled to overflowing with the most desirable advertising issued in Great Britain.

*Most of the issues for next year are already full. Advertisers should therefore apply for available dates before issuing further orders for space during 1924.*

⌘

**MARION JEAN LYON**

Advertising Manager "PUNCH"  
10, Boulevard Street.  
LONDON, E.C.4., Eng.

## Uses Advertising to Sell Steam-Size Coal

The Philadelphia Reading Coal & Iron Company, Philadelphia, which owns and operates mines in the Pennsylvania anthracite region, is using consumer copy in newspaper advertising to foster the use of steam-size coal, such as buckwheat, rice and barley, in domestic heating.

A feature of the copy is the use of names and addresses of consumers in Philadelphia who are heating their homes or business places with these sizes.

## Southern Railroads Start Newspaper Campaign

The Gulf Coast Lines, railroads operating from New Orleans to Brownsville, Tex., have started an advertising campaign which includes the use of daily and weekly newspapers. The Chambers Agency, Inc., New Orleans, is directing this campaign.

## Manternach Agency Appoints Helen W. Rawson

Helen W. Rawson has been appointed space buyer of The Manternach Company, advertising agency, Hartford, Conn., succeeding Harry H. Lozier, who has joined the Eastern staff of the Chicago *Tribune*.

## New Davenport, Ia., Advertising Business

Under the name of the Luscomb Company, Donald A. Luscomb has again started an advertising business at Davenport, Ia. Mr. Luscomb formerly conducted his own business at that city, giving it up three years ago to become advertising manager of the Neustadt clothing store.

## New Accounts for Hicks Agency

Hagedorn's, women's apparel, and Kaufman & Gross, Inc., knit outerwear, both of New York, have placed their advertising accounts with the Hicks Advertising Agency of that city. Business papers are used for these accounts.

## Joins Botsford-Constantine

Ray Andrews has joined the Seattle office of the Botsford-Constantine Company, advertising agency. He was formerly with the Ellison-White Chautauqua Company.

## M. L. Kerrihard Joins Swenson Agency

Maxwell L. Kerrihard has joined the copy and layout department of Hilmer V. Swenson & Company, Chicago advertising agency.

# Large Printing Orders

We offer Buyers of large printing and binding the most complete facilities of any plant between New York, Boston and Chicago. Our direct mailing and shipping facilities are of the most efficient nature.

## Haddon Press

INCORPORATED

Where Federal crosses Nineteenth Street

CAMDEN, NEW JERSEY



## *A Sign of Good Parts*



**W**HEREVER this attractive Sign is displayed the motorist knows he can secure dependable repair parts for his car.

It was fitting that North East should mark its service stations with serviceable signs—"Ing-Rich" Signs of glistening, colored porcelain, fused into steel. They are practically indestructible and decidedly economical.

A colorful catalogue of "Ing-Rich" Signs will be mailed free on request.

**INGRAM-RICHARDSON  
MANUFACTURING CO.**  
College Hill Beaver Falls, Pa.

# ING-RICH SIGNS

*Fadeless Publicity in  
Everlasting Porcelain*

*The Largest Circulation in  
Western Canada*

# Free Press Prairie Farmer

WINNIPEG, CANADA

The distribution of the Free Press  
Prairie Farmer over the Prairie Prov-  
inces is the largest of any publication  
whatsoever in this territory.

NET PAID (as at Oct. 5)

**78,947**

National Advertising in the Free  
Press Prairie Farmer also enjoys the  
same benefit of responsiveness, pres-  
tige and dominance of medium,  
secured to advertisers by the Daily  
Free Press.

**Rate 25 Cents**

*Ask Any Advertising Agency*

**The Manitoba Free Press Company, Ltd.**

WINNIPEG

Represented in the United States by

HENRY DE CLERQUE, Inc.

280 Madison Ave. Maller Building 55 New Montgomery St.  
N. Y. CITY CHICAGO SAN FRANCISCO  
308 San Fernando Bldg.  
LOS ANGELES

*Eastern Canadian Representatives*

TORONTO

EDGAR J. GUY

302 Royal Bank Bldg.

MONTREAL

CHAS. A. ABRAHAM

232 St. James Street

## Vast Attendance Expected at London Ad- vertising Convention

President of Associated Advertising Clubs of the World Looks for American Delegation Ranging from 1,500 to 2,000—News of British Plans for This Convention

**L**OU E. HOLLAND, president of the Associated Advertising Clubs of the World, in a statement made on November 16, said that an American delegation of from 1,500 to 2,000 is expected to attend the convention of that association at London next July. According to Mr. Holland two or three ships will be chartered to carry this delegation to the convention.

Tentative reservations, he said, indicate that approximately 400 delegates will represent the Pacific Coast; 350 will represent Illinois, and Indiana and Massachusetts will have 100 each. New York, New Jersey, Pennsylvania and Delaware will send from 400 to 500 and Michigan and Missouri will each send 200.

Carl H. Hunt, manager of the Associated Advertising Clubs of the World, when interviewed by a representative of **PRINTERS' INK** on the subject of whether or not there would be any test on the qualifications of members of this large delegation, said: "The management started out very much concerned with the idea of getting sufficient numbers in the American delegation. This has changed now to a problem of adequate representation from each club and affiliated organization, together with quality representation in the sense of earnestness and interest on the part of those who will visit Great Britain as representatives of American business and advertising.

"Certain steps are being taken to insure that the delegates who do go will be directly representative of American business. To this end President Holland is sending a letter to all club presi-

## Reader Confidence Essential In Advertising

The very purpose for which **The Messenger of the Sacred Heart** is published, namely, to promote piety and to spread the Sacred Heart devotions throughout the Catholic world, inspires that rare quality of confidence which this magazine enjoys.

"I had seen that advertisement in other magazines, but sent my order to the advertiser only when I saw it in **The Messenger of the Sacred Heart**."

"I stocked my shelves with the goods when I found the manufacturer advertising in your magazine."

These are excerpts from two of many such letters received, the one manifesting consumer influence, the other dealer influence.

Our advertisers see this influence reflected in the extraordinary returns so characteristic of **The Messenger of the Sacred Heart**; hence, our substantial showing of quality accounts.

Women readers; large families; the huge Catholic institution trade; cumulative value for repeated insertions—no newsstand sales; voluntary subscriptions—no canvassers; big secondary circulation; the highest appeal.

**300,000 Guaranteed**

(No Canvassers Employed)

**Messenger of the Sacred Heart**

**"Heart and Soul Appeal"**

154 Nassau St., New York, N. Y.

## You Can Sell CARTONS

Proprietary medicine manufacturers use huge quantities of cartons, boxes and paper containers of all kinds for packaging their numerous and diversified products. STANDARD REMEDIES is the best medium to use for reaching this prosperous field, for it goes to 84 per cent of all the firms in it. *Send for a copy today.*

**The Munyon Company**  
says:



"We find STANDARD REMEDIES to be of exceptional value to us as manufacturers of proprietary medicines, because it keeps us fully posted upon events transpiring in our industry, and we find the advertisements to be equally educational and beneficial as the news articles."

(Signed) CLARENCE P. WYNNE,  
President

**Standard Remedies**  
424 Star Bldg., Washington, D. C.

Over

**90%**

of the readers of **SANITARY AND HEATING ENGINEERING** are in the employing and contracting class, with a direct purchasing power.

This 90% bought in the space of one calendar year over \$98,000,000 of Plumbing Goods, Steam and Hot Water Heating Boilers, Specialties and Tools.

Certainly, it's an A. B. C. publication.

**SANITARY and HEATING  
ENGINEERING**

15 EAST 40TH STREET, NEW YORK

dents in an effort to get them behind the organization policy. His letter emphasizes two points: First, that every club be represented in the delegation, and second, that each delegate be truly representative of American business."

Referring to the estimated attendance mentioned by Mr. Holland in his statement, Mr. Hunt said that it was a generally recognized fact that the delegation could include only approximately 4 per cent and not more than 6 per cent of the total membership of the organization.

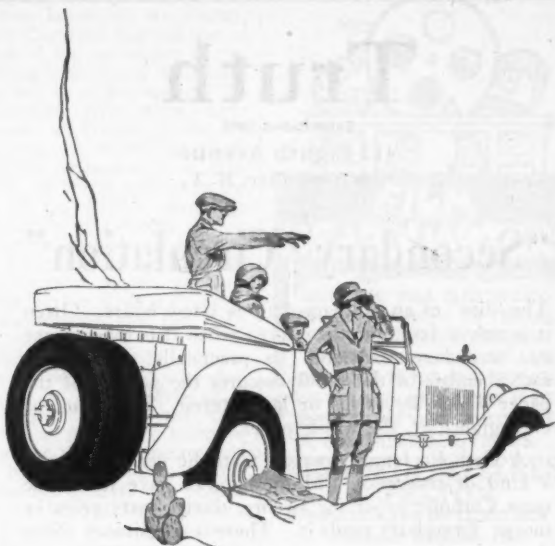
The delegations from individual clubs are not necessarily confined to their membership as, in some instances, clubs have appointed committees to sell the London convention to prominent business men in their communities. At least one club, the New York Club, is, however, opposed to this idea.

The final decision on the membership of the American delegation will rest with the management of the Associated Advertising Clubs of the World which plans to call for reservations about January 1. These reservations are to be accompanied with remittances to cover.

If the reservations received, according to Mr. Hunt, should exceed the limit decided upon by the London and American On-to-London committees, the Associated Advertising Clubs of the World will decide the membership of the delegation in the light of the two points that President Holland has emphasized in his letter, which already have been referred to in this report.

### REPORTS ON BRITISH PREPARATIONS

News of the preparations that British advertising interests are making for this convention was given at a meeting of the On-to-London Committee of the New York Advertising Club by Thomas McDougall, of Thomas McDougall, Ltd., of London, at a luncheon given in his honor by that committee on November 19. According to Mr. McDougall, Lon-



**S**INCE the very first "General" cord tire set tread to the road and proved its ability to "go a long way to make friends" the advertising of the General Tire and Rubber Company, Akron, Ohio, has been accredited to this organization.



**D'ARCY ADVERTISING COMPANY**  
**ST. LOUIS**

# Truth

Established 1898

412 Eighth Avenue  
New York City, N. Y.

## "Secondary Circulation"

The "life" of an ordinary daily is a few hours. Often it is only a few minutes. Even when it is taken home its "secondary readership" is practically nil, because each member of the family secures the portion of the paper which serves his or her interest. Few read, or even glance at, the whole paper.

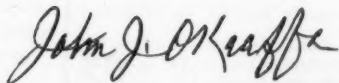
A Catholic family treats a Catholic periodical with a kind of reverence. Many families have taken the same Catholic paper for twenty, thirty, forty years or more. Everybody reads it. There is a hesitancy about destroying it.

Catholic clubs, and places in which Catholics congregate, display Catholic papers. They are read by thousands of eyes.

In the reading rooms of Catholic institutions, Catholic papers are constantly read by dozens of people to a single copy.

TRUTH MAGAZINE has been a member of the Audit Bureau of Circulations seven consecutive years.

TRUTH MAGAZINE goes to press on the 10th of each month. Copy received up to December 10th will be in time for insertion in the January 1924 number.



*President.*

**JOSEPH P. SHEILS**  
Western Advertising Office  
906 Boyce Building  
Chicago, Ill.

**EDWARD P. BOYCE**  
Eastern Advertising Office  
706 Emmet Building  
New York, N. Y.



don expects more visitors in 1924 than ever before in its history, and it is therefore believed that at the time of the convention of the advertising clubs hotel accommodations will be at a premium. So far tentative reservations have been made at London hotels for 1,200 people. A definite figure on the number of people to be provided for by hotels must be in the hands of the British committee by the middle of January, 1924.

The active members of the National Reception Committee for the British interests will be Lord Burnham of the *Daily Telegraph*, Lord Leverhulme and the Lord Mayor of London.

Discussions on plans for the convention are held weekly in London according to Mr. McDougall. These discussions, he said, take place at a noon-day luncheon meeting, and the last meeting held before he sailed for this country was attended by over 120 people.

So far, Mr. McDougall says, about \$100,000 in cash has been raised for the convention expenses from British business interests.

In a letter from W. S. Crawford to Harry Tipper, chairman of the General Program Committee for the convention, which was read at this meeting by Earle Pearson, educational director of the Associated Advertising Clubs of the World, it was stated that the British interests were endeavoring to raise a fund of \$250,000 for expenses. In his letter news was also given that it was planned to open the convention officially with a service either at Westminster Abbey or St. Paul's.

Herman G. Halsted, of Paul Block, Inc., who is chairman of the New York Advertising Club's On-to-London Committee, reported that all Canadian delegates to the London convention would sail with the delegations from the United States, and would not go as a separate unit as originally planned.

#### Joins The Chambers Agency

Fort Sipes, formerly of Jacksonville, Fla., has joined The Chambers Agency, Inc., New Orleans, as an account executive.



## FILM HEADQUARTERS

HERE YOU WILL FIND EVERYTHING PRETAINING TO THE USE OF MOTION PICTURES IN BUSINESS.

EVERYTHING FROM PLANS AND IDEAS DOWN TO THE MOST EFFECTUAL USE OF FILMS, WHETHER IT BE DISTRIBUTION THRU THEATRICAL OR NON-THEATRICAL FIELDS.

**BOSWORTH, DEFRENES & FELTON**

PRODUCERS AND DISTRIBUTORS  
WILKES-BARRE, PA.

## The Billboard Weekly

AMERICA'S FOREMOST

THEATRICAL DIGEST

### An Expanding Circulation

accompanied by

### A Growing Advertising Volume

makes it unnecessary for The Billboard to harp on past performances.

Every week it establishes a new record of achievement to point to.

It never rests on its laurels.

And our clients stick because they grow with us.

Member A. B. C.

### NEW YORK

1493 BWAY. BRYANT 8470

CHICAGO | CINCINNATI

35 SO. DEARBORN | 25 OPERA PL.

## Tobacco Products Deal Approved

The contract whereby the American Tobacco Company takes over the manufacturing properties, leases and brands of all cigarettes, and chewing and smoking tobaccos of the Tobacco Products Corporation, was approved by a meeting of stockholders of the latter organization, at Richmond Va., on November 15.

The deal involved a payment of \$4,000,000 cash and a guarantee of \$2,500,000 annually for the use of property and trade-marks. Cigarette trade-marks include the following: Rameses, Melachrino, Strollers, Milo Violet, Herbert Tareyton, Schinasi Naturals and Egyptian Prettiest. Advertised brands of smoking tobacco include Herbert Tareyton, Stanwix, Buckingham, Serene and Arcadia.

## Baltimore Office for Cecil, Barreto & Cecil

Cecil, Barreto & Cecil, Inc., advertising agency, Richmond, Va., and New York, has opened an office at Baltimore, Md. This office will be under the management of E. J. Bannvart, who for the last three years has been manager of the Baltimore office of the Wood, Putnam & Wood Company, Boston advertising agency. He was formerly advertising manager of McCormick & Company, Baltimore, manufacturers of Bee brand food products.

## A Billion-Dollar Market Pointed Out

WHIPPLE, ARIZONA, Nov. 9, 1923.

Editor of PRINTERS' INK:

The article in *Printers' Ink Monthly* for November, "The Company Store—A Neglected Outlet for Advertised Goods," by Prentice Winchell, deserves careful consideration by national advertisers. This is practically a virgin field that has been overlooked by a large percentage of national advertisers.

Of course, the large mine owners are merely interested in purchasing supplies for their stores at the lowest possible cost. It is only a question of education to convince these mine-controlled stores that advertised commodities are really cheaper. As it is estimated that one billion dollars' worth of merchandise is purchased annually by the employees of the mines and mills, it is really worth while to go after this business.

HENRY D. SPERBER.

## John Cowan Joins A. J. Denne & Company

John Cowan has joined the staff of A. J. Denne & Company, Ltd., Toronto advertising agency. He will manage the financial advertising department. Mr. Cowan previously has been with the Toronto General Trusts Corporation in charge of publicity which he will continue to direct.

# WANTED: A Sales Manager

He must be familiar with the retail drug business, and experienced as sales manager of pharmaceutical lines.

He should be somewhere between 35 and 45.

This opening offers an opportunity to qualify for a high executive position in New York City with one of the largest, best-established and most progressive pharmaceutical houses in the United States.

In applying, state the salary expected, giving the name of the firm by which you are now employed; state age and give complete history of commercial experience. Everything in the application will be considered confidential.

Address "M," Box 52, care of PRINTERS' INK.

## AN ADVERTISEMENT ON AMERICANS

## Let's Sell Your Tires to the "Babbitts"

TIRE advertising is much of a sameness. Some day, perhaps before long, the advertising of some tire is going to be very different from all the rest.

That tire is going to get attention, above all, with sales in proportion.

Who buys tires?

The "Babbitts" of America. Mr. "Babbitt" and his friends, his neighbors, the people he sells to and buys from, including his garage and motor supply store—to say nothing of those who seek to emulate him—these are the big buyers of American tires. Not the Astorbits. They are too few. Their chauffeurs do most of their tire buying.

Let's make a direct bid for the patronage of the "Babbitts." Let's lay

aside the mantle of the flossy in language, type and illustration that seems to be vogue with tire advertisers, and speak right out to the "Babbitts" in terms that will check with their mental processes.

Find a new approach—an arrestive gesture to stop the tire-buying public with the name and story of our tire. Base it on analysis of product and manufacture. But make it interesting to the millions.

Talk to the Plain People, the commuters, the regular fellows in good old American.

On that basic thought we have something new and different to say to the right tire manufacturer. Something new and different to show.

*(To be continued face to face by  
Sherman and Lebaire)*

OTHER products besides tires are bought by the "Babbitts." They buy millions of dollarsworth of Underwear, Cigars, Corsets, "Canned Heat" and Books from our clients, and have for years. Let's sell the "Babbitts" more of your goods. Let's talk it over.

**SHERMAN & LEBAIR**  
*incorporated*  
**ADVERTISING**  
116 West 32<sup>nd</sup> Street  
*New York*



# How the Government Is Selling Safety to American Industry

After Establishing Remedial and Preventive Measures in Co-operation with Scientific and Industrial Organizations It Brings the News to the Properly Interested Industries and Individuals

## *Special Washington Correspondence*

UNTIL something like fifteen years ago, workers in most of the industries of the country were in something of the position of retail purchasers before the establishment of the one-price system—both workers and buyers had to look out for themselves. And with the rapid expansion of industry that followed the introduction of advertising and modern merchandising methods came a constantly increasing demand for safety measures.

The small shop, with its corps of skilled and intelligent workers, through consolidation or rapid growth, became a large factory to fill the demand for greater output. New workmen were hurriedly trained and were neither as skilful nor as intelligent as the old workers. Inventions of labor-saving machinery and improvements in shop routine increased the hazards. For a time, factory managers and engineers gave practically their entire thought and effort to the increasing of volume, and the toll of accidents increased to an alarming degree.

During 1907 there were 3,242 men killed in the coal mines of the country. This was a particularly disastrous year in coal mining, and it aroused public opinion on the subject to an extent that prompted Congress to begin the work which, a few years later, resulted in the establishment of the Bureau of Mines. Since then, the bureau has been seeking information as to the causes of accidents in mines, devising methods of preventing them, and educating miners, operators, officials and others in accident prevention.

In 1922 the death toll in mines was 1,971. While this splendid apparent achievement in the advancement of safety may not be so great as the figures indicate at

first glance, the reduction in the number of accidents proves beyond doubt that the work of the bureau has been eminently successful. In 1908 the number killed dropped to 2,445; but this total was exceeded during seven of the ten years following. This is not so encouraging; but no matter how the figures are handled, they show a gratifying balance of results in favor of the work done by the Bureau of Mines.

## INCREASE IN COAL MINED BY MACHINERY

The percentage of coal mined by machinery increased from 35.1 per cent in 1907 to nearly 60 per cent in 1918. In the metal mines there was a similar increase in the use of machinery; but the number of men killed in all mines, per 1,000 theoretical 300-day workers, dropped from 4.86 in 1911 to 3.86 in 1918, and to 3.53 in 1920.

From its organization the bureau has had the co-operation of many mine owners and operators, as well as mining associations and public officials. But the present results would have been impossible without an effective method of educating the workers in the mines, and in this the bureau undoubtedly has performed its most difficult and resultful work. From the development of modern merchandising, which was largely responsible for the increasing of hazards in many industries, the bureau applied certain elements in its campaign of selling its ideas and information to an audience which is inclined to be indifferent, but the only one which can turn the discovered facts into practical results and carry on the greater part of the program.

The value of a tremendous amount of research, experimentation, statistical recording and inspection depends almost entirely

**MARINER'S**  
Complete  
**ALMANAC**  
for  
**1924**

*Within this Volume will be found —*  
*Times of HIGH & LOW TIDE Daily in principal ports from 50, John's in Colombia, with tables from which to determine Times of High & Low Water in over 1000 ports along the Atlantic Coast.*  
*DAILY SLACK WATER tables for Cape Cod Canal, Pelee Bay, St. John's, The Bahamas, Chesapeake Bay, Delaware, and for 25 other important ports.*  
*CURRENT DIAGRAMS for Buenos Aires, Montevideo and Mar del Plata, Rio de Janeiro, Santos, Sao Paulo, Bahia, Recife, Pernambuco, Rio Grande, Salvador, Valparaiso, Santiago, Valparaiso, and other important ports.*  
*Maritime and Meteorological Statistics and other information used by Navigators of Commercial and Pleasure Craft plying the Waters of the Atlantic Coast.*  
*Tables Current Official Figures of U. S. Coast and Geodetic Survey.*

Solely Published by  
**THE TURNER PUBLISHING CO.**  
BOSTON, MASS.

**USED FOR A YEAR BY OWNERS OF  
MOTOR BOATS, FISHING VESSELS,  
WORK BOATS.**  
 Sold by Marine Supply Dealers.  
**FINAL FORM CLOSING DEC. 16. Rate \$48 Page**  
**TURNER PUBLISHING CO.**  
 168 Dartmouth Street Boston, Mass.

## BINDERS FOR PRINTERS' INK

**\$1.00 Each, Postpaid**

PRINTERS' INK binders will hold an average of ten copies each. Figure five binders for a year's copies. Each issue, as received, can be securely fastened in the binder, by a very simple arrangement, and will open like a book, with all inside margins fully visible.

Made of heavy book board, insuring durability. Covered with Interlaken Book Cloth; lettered in gold.

**Printers' Ink Publishing Co.**  
 185 Madison Ave. New York

on the education of the miners, and in securing their understanding and co-operation. Hence the bureau's success in waging its campaigns of safety indicates the worth of its methods and that the salient features of its effort may offer suggestions of value for those who are attempting educational work of the kind.

The bureau has issued many circulars and publications dealing with the subject; but it was soon demonstrated that the miners could not be sufficiently impressed and instructed by this method alone, and that the instruction must be brought directly to the mines and given personally.

Soon a system of mine rescue cars and stations was developed. The equipment now consists of ten mine rescue railroad cars, ten safety stations, and a number of trucks, operated by a personnel trained in mine rescue and first-aid methods. Each car operates within a district, and itineraries are arranged which provide for the movement of cars from one mine to another.

Classes are organized among the employees of each mine, and they are carefully instructed by the bureau's representatives. And in order that the instruction may not depart with the car, the bureau has been active in the formation of local chapters of the Joseph A. Holmes Safety Association, named in honor of the first director of the Bureau of Mines. To date, more than sixty of the local chapters have been organized in mining communities, and regular meetings are held at which safety demonstrations are given.

The bureau also offers prompt and effective practical co-operation. In the event of a mine disaster, the nearest mine rescue car is sent immediately to the mine on the first available train or by special locomotive. Each car and truck is equipped with the latest approved life-saving and fire-fighting apparatus, and at the mines the bureau men work with the State mine inspection forces, and with the rescue squads organized among the miners.



**17,530,854 Lines**

The Columbus Dispatch Advertising Record  
for the First TEN Months of 1923

The Dispatch exceeded the next Ohio newspaper  
by over 1,700,000 lines.

The Dispatch exceeded the other Columbus news-  
papers COMBINED by 2,823,196 lines.

500  
exclusive  
national  
advertisers

**Net Paid Circulation 87,561**

Largest in Central Ohio

266  
exclusive  
local display  
advertisers

**Columbus Dispatch**

**OHIO'S GREATEST HOME DAILY**



# Los Angeles Advertising For October 1923

Percentage of total advertising, local and national, as carried by each of the 6 Los Angeles daily newspapers.

Classification	TIMES %	Examiner %	Express %	Herald %	Record %	News %
Agriculture . . . . .	68.52	2.50	8.70	8.50	11.35	.43
Autos, Accessories . . . . .	26.89	25.52	19.68	20.44	3.40	4.07
Amusements . . . . .	22.70	22.07	16.64	18.90	17.87	1.82
Banks, Financial . . . . .	38.70	23.60	19.65	13.44	2.01	2.60
Books, Publishers . . . . .	57.05	29.69	2.86	8.74	.66	1.00
Building Material . . . . .	38.28	32.21	12.18	10.40	3.22	3.71
Cafés, Restaurants . . . . .	14.71	36.98	9.62	26.91	4.33	7.45
Churches, Lectures . . . . .	31.86	21.48	23.79	12.18	4.84	5.85
Cloaks and Suits . . . . .	17.42	23.46	13.76	36.33	5.27	3.76
Dentists . . . . .	16.41	30.67	11.67	22.88	9.87	8.50
Department Stores . . . . .	24.89	6.84	26.51	26.70	14.59	.47
Druggists . . . . .	12.85	16.09	19.23	24.88	15.44	11.51
Foodstuffs, Markets . . . . .	18.11	23.85	15.06	27.52	11.82	3.64
Furniture . . . . .	27.93	21.96	16.52	25.45	5.98	2.16
Hardware-Electric . . . . .	37.88	20.02	7.88	26.95	4.34	2.93
Hotels and Resorts . . . . .	30.65	20.90	23.69	11.24	10.89	2.63
Jewelers, Opticians . . . . .	26.90	11.38	19.31	29.85	6.11	6.45
Machinery . . . . .	76.69	9.77	6.77	...	6.77	...
Medical . . . . .	36.06	24.46	6.09	17.45	7.53	8.41
Men's Clothing . . . . .	22.67	23.97	19.15	19.65	11.54	3.02
Miscellaneous . . . . .	31.19	25.53	13.88	13.09	13.14	3.17
Musical Instruments . . . . .	26.33	36.51	18.02	11.82	6.30	1.02
Office Equipment . . . . .	54.87	21.81	8.13	9.69	1.56	3.94
Proprietary . . . . .	19.93	37.56	10.86	21.63	7.98	2.04
Real Estate . . . . .	27.28	27.72	11.22	24.00	5.42	4.36
Schools, Dancing . . . . .	26.47	24.97	24.40	8.16	8.88	7.12
Shoes . . . . .	30.02	18.77	16.73	23.59	8.49	2.40
Sporting Goods . . . . .	42.44	8.21	8.51	39.17	1.61	.06
Tobacco . . . . .	26.49	30.10	13.09	25.63	3.40	1.29
Transportation . . . . .	35.74	28.15	12.63	11.26	9.96	2.26
Foreign Readers . . . . .	57.15	7.14	7.14	21.43	7.14	...
Classified . . . . .	38.87	32.11	7.61	16.72	1.75	2.94

## The Times Leads in 20 Classifications

The Examiner leads in 7 classifications  
 The Herald leads in 5 classifications  
 The Express leads in No classifications  
 The Record leads in No classification  
 The News leads in No Classification

# Los Angeles Times

Eastern Representative: Williams, Lawrence & Cresmer Co.,  
 Harris Trust Building, Chicago—225 Fifth Avenue, New York



Upon the completion of the specified courses in first-aid, mine rescue, or the combined training, given by the instructors on the mine rescue cars, individual miners are given diplomas and certificates. Certificates of rescue training are given to miners who pass physical examinations assuring fitness for the work.

During its first year, the Bureau of Mines trained 734 men in mine rescue and first-aid methods. During the last year, it trained 14,941, of whom 12,738 received training for the first time, and 2,203 were given additional instruction. In all, the bureau has trained 97,240 miners. During last year courses of instruction were given in thirty-five States and Alaska, and assistance was given in forty-six mine accidents.

#### INDIVIDUAL EFFORT RECOGNIZED

The success of this work is due largely to the recognition by the bureau of individual effort. The certificates and diplomas are considered by the men as rewards worth striving for. They give the holders prestige among the workers, and in innumerable cases they have invested the subject of training with more interest than could have been attained with any other reward at the disposal of the bureau.

The basis of this and the safety measures conducted by various other departments and bureaus of the Government is the experimental and research work possible only as a federal effort. In the field of dust and gas explosions alone, engineers of the Bureau of Mines have conducted experiments with more than five hundred explosions intentionally caused for purposes of study in mines leased by the Government. This is but a small part of the experimental work conducted by the bureau, and with other work of the kind conducted by various other Government organizations, with the necessary research and investigation, the entire proposition is too large and expensive an undertaking to be conducted successfully by any other than Government agencies.

## The Atlanta Journal Atlanta, Ga.

This is a good time to analyze newspapers.

Recent A. B. C. Audits are first aid. Many facts of value are shown back of the Audit's front page.

Copies of papers to be dissected are vital.

We'd like to have you see The Journal.

*Advertising in The  
Journal Sells the Goods*



THE Lumber Producing and Consuming Industries represent the largest single Basic Industry in existence.

### REACH—

this immense buying power thru the columns of the

**Wood-Workers Clearing House**  
431 So. Dearborn St. - Chicago

*Over 15,000 copies monthly to managing executives and superintendents—the actual buyers in these industries.*

The Bureau of Labor Statistics has published several safety codes which have been widely circulated. In January, 1920, the American Engineering Standards Committee, representing a number of industrial, professional and governmental organizations, invited the American Foundrymen's Association and the National Founders' Association to act as joint sponsors for a safety code for the protection of industrial workers in foundries.

Subsequently, the code was drafted, corrected, and finally approved by all concerned. The membership of the two associations sponsoring this code is composed of some 3,000 of the leading foundries of the country. And in much the same way, the bureau's Safety Code for the Use, Care and Protection of Abrasive Wheels was sponsored by the International Association of Industrial Accident Boards and Commissions, and the Grinding Wheel Manufacturers Associa-

tion. The Code of Lighting Factories, Mills and Other Work Places was prepared under the sponsorship of the Illuminating Engineering Society.

The Bureau of Labor Statistics is preparing several other codes by this kind of co-operation, and has in prospect a series covering many of the important industries. In addition, the bureau publishes regular bulletins covering all available statistics of industrial and other accidents. This work is difficult and incomplete, owing to the fact that many States do not require records, other require only reports of serious accidents, there is little uniformity in the reports, and there are few sources of accurate and complete information. Hence, for the entire country, the most reliable statistics on the subject are of accidents serious enough to cause death.

The Bureau of Standards of the Department of Commerce has published three safety codes on electrical safety, and the protec-

## ***Wanted*** **Lithograph and Printing Salesman**

There is an exceptional opportunity in Metropolitan New York for a high calibred printing and lithograph salesman, familiar with national advertisers and the sale of cut-out window display material.

Every opportunity with practically no restrictions in territory or customers. No limit to salary or drawing account, to man who can show evidence of his ability. Address in full confidence, "T," Box 57, in care of Printers' Ink.

Everybody in  
Kansas City  
reads

**The Kansas City Star**

Its  
advertising  
patronage

*in the*

**Local Field**  
*is*

**Practically Unanimous**

Last month The Kansas City Star gained 15,201 new subscribers over the same month a year ago, and showed an increase in advertising of 103,520 lines.

The actual paid circulation for October averaged:

Evening and Sunday.....	243,196
Morning .....	236,712

The advertising carried amounted to 2,378,919 lines.

# ONE of the BEST — IN — BUYING POWER

79.1% of our subscribers  
are mothers who house,  
feed and clothe 649,399  
children daily.

---

*Write for further particulars and facts*

---

300,000 Average Weekly Guaranteed  
90% Net Paid

(Figures based on 1,021 answers obtained by a personal house to house  
investigation of our subscription list covering every state where  
WOMAN'S WEEKLY circulation predominates)

---

## Woman's Weekly

Member A. B. C.

431 S. Dearborn St.

CHICAGO

tion of the heads and eyes of industrial workers. It has also compiled and issued twelve other publications on protective measures, ranging from the protection of eyes against injurious radiation, to fire tests and the protection of life and property from lightning. "Safety for the Household" discusses the best known protection against illuminating gas, poisons, electricity, lightning, fire and all of the usual causes of accidents in the home.

#### HELPING NEW INDUSTRIES

Through its Section of Safety Engineering, of which Dr. M. G. Lloyd is chief, the bureau attempts to furnish information which is not available elsewhere, and to supply protection against hazards occasioned by the development of new industries. In co-operation with the Society of Automotive Engineers, it is now at work on a safety code for aviation. And a safety code for the logging and sawmill industries is now on the press. The section works in close co-operation with other Government agencies and with the National Safety Council and various organizations of the kind.

The inspection work of both the Bureau of Mines and the Bureau of Standards has a direct bearing on the sale of a large number of appliances and a great many materials used in almost every industry. The Bureau of Mines examines and tests electrical wiring, fixtures and many other supplies, and authorizes only those which it considers safe. Equipment which has passed these "permissibility" tests successfully may be marked with an official stamp of approval, and is thereby known to have passed the Federal inspection tests. Mine operators are not compelled to use equipment which has passed these tests, but it has been found that machinery and equipment so approved finds a much more ready sale.

The Bureau of Standards, through a long series of tests and experiments, has established standards in eye protective devices of several kinds and many other

I want a moribund, down-at-the-heel, losing-money, old, country weekly somewhere in New England. The only stipulation being that the town must be an attractive one in which to live.

Salary? That makes no difference . . . I am willing to make an arrangement whereby my earnings shall come from the profits, if there are any.

I am a successful newspaper man of nearly twenty years' experience . . . right now in charge of business promotion for one of the largest dailies on the Pacific Coast. My references, from ocean to ocean, are of the highest character. My salary is probably in excess of the gross earnings of the average weekly.

Why do I want to go backward? My wife and I want to develop social atmosphere and home life of the small town. We are tired of the rush and scramble of metropolitan journalism, the "bluff" atmosphere of the big cities, the narrow little circles of acquaintances, the absence of real home-y friends, and the eternal pressure of six editions a day. We are now in our thirties . . . well into them . . . and we want to grow old gracefully instead of wearing ourselves out in this strenuous game, which gets us nowhere excepting to accumulate dollars.

We are not seeking a place where we can slump and rest easy. We do know we can add to the success and prosperity of any plant we undertake to manage, and we will do that very thing. But we have come to a realization that there are other worthwhile things beside the dollar.

At present we do not want to purchase a paper . . . later on, if we found the location to be one of pleasant homes, we might consider such a plan.

We do not want to renew our present contract after the first of the year, if we can locate a New England weekly that is sufficiently "ragged" to make its possibilities interesting.

Tell me just what you have . . . the worst about that weekly . . . and don't neglect to tell me as much as you can about the town in which it is located . . . maybe we'll both be glad.

Replies will be held confidential. Address "N," Box 53, Printers' Ink.

## My Sales Record

Took charge of sales for a new company in a crowded field eight years ago.

My net earnings—as income tax returns will verify—have averaged between \$12,000 and \$18,000 per year ever since.

My remuneration has been a small commission. Our prices have been fully as high as anyone and our sales cost is not only the lowest in the industry, but compares quite favorably, I believe, with any line whatever.

From strictly commercial concerns only, I seek a bigger job.

Address "S," Box 56, care of Printers' Ink.

### WANTED Advertising and Sales Promotion Manager by Leading Building Products Company

Big opportunity for a man of experience and ability. Write fully giving details of experience, age, salary, etc. All replies will be held strictly confidential.

Address "K," Box 50,  
Care Printers' Ink.

devices for accident prevention. It has also discovered a number of methods for improving the materials used in manufacturing articles of the kind. Obviously, the tests and specifications of the bureau have considerable selling value for manufacturers who make protective devices.

All of the bureaus and departments which issue publications dealing in any way with accidents send them to special lists, which include the names of safety engineers, organizations interested in the subject, factory managers, State and Federal inspectors and officials, labor organizations, and many others.

Another powerful arm of the Government in the prevention of accidents is the Steamboat Inspection Service of the Department of Commerce. This has been active for so many years that it is impossible to show, by statistical records the great value of the service; but it undoubtedly saves a great many lives annually. It covers the inspection and certification of hulls, boilers and all required life-saving apparatus on all passenger and freight carrying boats of the American Merchant Marine, it examines and certifies all officers of such boats, and, in addition, this department inspects and registers all motorboats and private vessels.

Last year, inspectors of the service counted more than 6,000,000 passengers on American vessels. On 403 occasions it was found necessary to prevent intended passengers from boarding excursion boats because the limit of safety, allowed by the certificates of the boats, had been reached. These inspections involved the safety of 250,819 passengers.

This service is so extensive that it would require a long article to describe and illustrate all of its functions; but an idea of its effectiveness may be gained from a brief account of its regulation of motorboats. An Act of June, 1910, requires that all motorboats in American waters shall be equipped with specific life-saving

# Now You Can Really Cover the School Field

Here's a billion dollar market—well worth the energetic and systematic attention of advertisers.

Through it you can reach nearly half a million teachers, superintendents, trustees and others who directly and indirectly influence the purchase of all school supplies, building equipment, etc.

One order, one piece of copy and one billing take care of the whole job!

It's relatively a virgin field—now yours for development. Let us send you market data on your product, detailed circulation statements and other information—you'll find it a mighty interesting proposition.

## SCHOOL GROUP, Inc.

M. P. McNEELY, *President*

Carondelet Building,

New Orleans, La.

*Westchester County's Richest Buying Section of  
125,000 People Is Now Covered by the*

# Twin City Dailies

**MOUNT VERNON**  
NEW YORK  
**THE DAILY ARGUS**

**NEW ROCHELLE**  
NEW YORK  
**THE STANDARD-STAR**

## CIRCULATION OVER 16,000 DAILY

*The Largest Newspaper Circulation in  
Westchester County under One Ownership*

This area includes Mount Vernon, The Pelhams, Tuckahoe, Bronxville, New Rochelle, Larchmont and Mamaroneck.

2 completely equipped Newspaper Plants—one in Mount Vernon and one in New Rochelle. 2 Presses—24 and 40 Pages. 22 Typesetting machines. Newspaper Delivery and Carrier service in each city and its suburbs. Full news service, both local and general, in each city.

### Westchester's Greatest Advertising Mediums

During October, the Daily Argus carried over three-quarters of a million lines.

During October, the Standard-Star carried 448,000 lines.

Total for both papers 1,224,000 Lines

## WESTCHESTER NEWSPAPERS, INC.

Foreign Representative, GEORGE B. DAVID & CO.

New York, 110 East 42nd St.

Chicago, 1411 Hartford Ave.

**MOUNT VERNON, N. Y.**  
**NEW ROCHELLE, N. Y.**

**THE DAILY ARGUS**  
**THE STANDARD-STAR**



and accident prevention apparatus and equipment.

At first resistance to the law was fairly general, although motor boating always had taken a heavy toll of lives. The officers and inspectors of the service met the resistance very much as good salesmen meet similar opposition; they overcame the resistance by explaining the value of protection—by selling motorboat operators and owners on safety. They also secured the co-operation of boat clubs and other organizations.

As a result, since 1910, motor boating has become one of the safest of sports, and accidents have been enormously reduced. The industry of engine and boat building has experienced a very profitable increase. There are now more than 250,000 motorboats in the country. Last year, Government inspectors made more than 200,000 inspections, and while they discovered 9,040 violations of the law, practically all were due to ignorance, and deliberate violations have been very exceptional for several years.

The Interstate Commerce Commission publishes quarterly an accident bulletin containing detailed information regarding accidents in connection with the operation of American steam railways. These publications show that the whole group of trainmen have a declining fatality rate, which dropped from 4.48 in 1917 to 1.79 in 1921.

In practically all other industries the rates of accidental death and permanent and temporary disability have shown a marked, if not as great a decrease; but the nation's annual accident rate is still double that of England, and our accidents on streets and highways are increasing.

The Bureau of Labor Statistics estimates that, despite the compensation laws of many States, industrial accidents cost the workmen of the country at least \$800,000,000 in loss of time alone. This vast sum, together with our annual total of nearly two and a half million industrial and other accidents can and will be reduced,

for various Government agencies have demonstrated their ability to sell the means of securing safety.

Their program has proved its value, and that a more widespread and aggressive application will cut deeper and more rapidly into our annual accident totals. And the program is based on sound merchandising principles; it first requires that facts be ascertained through exhaustive research and experimentation; it then demands that adequate remedial and preventive measures be established through the co-operation of scientific and industrial organizations and qualified experts, and finally it sees that its information is circulated among those who are and should be interested.

### Loan Companies Advertise New Supervision Law

The Cuyahoga County Savings and Loan League used large space in Cleveland newspaper advertising to praise the King Law, a statute enacted by the last General Assembly of Ohio to weed out unscrupulous promoters from the building, loan and savings business. The point is made that the sixty companies composing the league actively supported the law and welcome stricter State supervision because of the added safety to the savings of the public.

### Will Direct Plate Sales of Chicago Electrotyper

Charles E. Berold has been appointed sales manager of the advertising plate department of the Partridge & Anderson Company, Chicago electrotyper. He has been sales manager of the Quality Electrottype Company, Cincinnati, for the last six years. Mr. Berold will continue to be associated with the Acme Electrottype Company, Chicago.

### Advertises British Confection in Canada

W. G. Patrick & Company, Ltd., Toronto, Ont., are running a Canadian campaign on a British-made confection known as Wilkinson's Pontrefract Cakes, abbreviated as "Pon." This advertising is being directed by the Consolidated Advertising Service, Toronto.

### With Ohio Valley Rock Asphalt Company

George B. Hollister, recently advertising manager of The National Marking Machine Company, Cincinnati, has joined The Ohio Valley Rock Asphalt Company, also of Cincinnati.

## Standard Oil Has New Trade Character

"THE VETERAN MOTORIST" has become an established member of the Standard Oil organization. During the past summer this genial gentleman was the mouthpiece for a series of common-sense talks on the rules of the road. His desire was to help in bringing safety to automobile travel by pointing out the kind of accidents which are liable to occur when drivers become careless and how easy it is to avoid them by observing the rules.

This fall the "Motorist" appears again in Socony advertising as a thoughtful philosopher who discusses the merits of Socony oil and gas in terms of the elements of speed and endurance shown in various sporting events which he witnesses. Most of these events are timely as, for example, the great race between Papyrus and Zev. A week after the race a Socony advertisement appeared in

the newspapers, featuring a striking black-and-white drawing of Zev coming in on the homestretch and a little talk by the Veteran Motorist. "Come on, you" was the heading in heavy black type.

The series carries through a number of sporting events, such as the World Series just passed. Here the illustration shows Babe Ruth selecting his bat. "When a slugger picks his bat" is the heading, and the copy discusses the care which a home-run hitter must exercise when he chooses his stick. "A lot of skill went into the picking. It had to be heavy enough to carry through, balance enough to co-ordinate with the batter's power, body tough enough not to break under any strain."

This analogy is used in bringing out the good points of Socony gasoline. "Like a good bat," the copy states, "Socony Gasoline is stout enough to go the whole distance, balance enough never to fail in any pinch of traffic, tough enough to stand up under any load."

Then come advertisements fea-

## 250 Articles on Sales Topics

Charles F. Abbott, President of the National Association of Sales Managers, recently asked PRINTERS' INK to compile a list of articles that have appeared in PRINTERS' INK and PRINTERS' INK MONTHLY on sales topics of timely interest to executives in charge of sales.

A specially compiled bibliography furnishing the titles of 250 articles, together with the dates of issues and page numbers on which these references appeared was prepared.

The subjects covered in this bibliography are:

SALES CONVENTIONS	EXCLUSIVE AGENCIES	REBATES AND DISCOUNTS
SALESMEN AND ADVERTISING	FRANCHISE DEALS	RETURNED GOODS AND CANCELLATIONS
ADVERTISING PORTFOLIOS	GETTING WINDOW DISPLAY	SALESMEN'S CONTRACTS
BONUSES FOR DEALERS	SPACE GRANTS	SALESMEN'S MANUALS
CLERKS	GUARANTEE AS SALES FACTOR	SATURDAY SELLING
CLERK CO-OPERATION	HIRING SALESMEN	SELLING TO FARMERS
COMMERCIAL BRIBERY	INTERESTING JOBS	SPOTTY DISTRIBUTION
CONSIGNMENT AND INSTALLMENT SELLING	SALESMEN	STANDARDIZED SALES TALK
CO-OPERATIVE BUYING	MERCHANDISING THROUGH GROCERIES	STORE DEMONSTRATIONS
CUTTING SALES TERRITORIES	PRICE COMPETITION	SUBSTITUTION
	PRICE GUARANTEE	TRIAL ORDERS
		UNFAIR COMPETITION

This list of references will be valuable to those possessing a file of PRINTERS' INK and PRINTERS' INK MONTHLY. Copies are still available and can be had on request. THE PRINTERS' INK PUBLICATIONS, 185 Madison Ave., New York.

## ANNOUNCEMENT

EFFECTIVE DECEMBER FIRST

**MORGAN FENLEY**

FORMERLY OF SALES DEPARTMENT  
WESTERN ELECTRIC COMPANY  
CINCINNATI

HAS BEEN APPOINTED OUR  
REPRESENTATIVE IN CLEVELAND  
AND SURROUNDING TERRITORY

## SCIENTIFIC AMERICAN

WOOLWORTH BLDG., NEW YORK      TOWER BLDG., CHICAGO  
UNION BANK BLDG., LOS ANGELES      HENRY BLDG., SEATTLE  
AMERICAN BANK BLDG., SAN FRANCISCO

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*The Scientific American in monthly form finds greater public acceptance, as indicated in the country-wide newsstand sales, than at any other time in the periodical's history*

## The Williams Press, Inc. Moves to Albany

**T**HE FIRST CONSTRUCTIVE ACTION by a New York Printer to *insure stability or reduction of manufacturing costs*, with continuous service to publishers and advertisers, has been taken by The Williams Printing Company.

**T**HIS has been accomplished by combining the plant of The Williams Printing Company with that of the J. B. Lyon Company at Albany, forming the largest printing plant in the East; 48 linotypes, 6 monotypes, 112 presses, including sheet feed rotaries and webs, electrotype foundry and complete facilities for pamphlet and edition binding.

**T**HE Williams Press, Inc., offers to publishers and advertisers of standing and responsibility the same high grade and dependable service which has been building *the reputation of The Williams Printing Company during the past sixty years.*

**W**ORK entrusted to us will be produced under the same personal supervision and direction as in the New York plant; old relations and contacts remain unbroken, while many new ones are being formed owing to the increase in flexibility and the broadening of our field.

**A** WORD by mail or telephone will bring a representative to your desk.

**THE WILLIAMS PRESS, INC.**

Eleventh Avenue, 36th to 37th Streets  
New York City

*Phone Chickering 0790*

Complete contact will be maintained between the publisher and ourselves by means of a large and well-organized executive office in New York City, located very near the Grand Central Terminal. Copy and proof will be collected and distributed through the New York office exactly as at present. It will be sent to and from Albany by a crew of messenger boys at least twice each way each day. Word-of-mouth contact between customers and Albany work rooms will be maintained through a direct telephone wire from our New York switchboard.

turing football, skating races, swimming races and running races and so on through a list of sports.

In all of these advertisements "The Veteran Motorist" does the talking and his picture, of course, is shown in each advertisement.



## Crash'em boy!

By the Veteran Motorist

"Just did I come up to the old Pink Omelette to see the white matter behind the eye. That line of color had told me that the open gate was a different proposition than what you said to play to him. In up I was with friend White, and the line to reach one of the white spots."

"It's all the same, I was hit with a right hand of momentum, so all have shown but the rest of the game!"

"I got thinking, thinking, but how could I have been in the playing field? The greatest thing here for me is the fact that I am a football player. There was no time to get to the point to meet quickly, the strength to drive ahead, because here I had the ball, there were no more, because to get the springs, quick for the other run."

"In these very conditions, the only thing that I had had for the last few days. The white matter and the long pull behind it all heavy down on me."

STANDARD OIL CO. OF NEW YORK  
24 Broadway

## SOCONY GASOLINE & MOTOR OIL

HOW THIS NEW TRADE CHARACTER IS USED TO GIVE COPY A NEWS FLAVOR

"The Veteran Motorist" has become the trade character for Socony products and he will be featured not only in newspaper advertising but in other advertising of the company, such as the twenty-four sheet outdoor posters being used.

## Shoe Manufacturer Resumes Advertising in Canada

Chas. A. Ahrens, Ltd., of Kitchener, Ont., manufacturer of Chum shoes for boys and girls, is about to resume advertising in Canadian publications after a lengthy suspension of copy. The campaign will be directed by the Federal Advertising Agency, Ltd., London, Ont.

## Theodore Weil Joins New York "Evening Post"

Theodore Weil, for the last three years with the advertising department of the Louisville, Ky., *Courier-Journal* and *Times*, has resigned to join the advertising staff of the New York *Evening Post*.

# SALES MANAGER

for a concern selling an advertised article of women's wearing apparel direct to the consumer. Must be able to demonstrate his ability to produce results economically. One with sufficient energy, initiative and business training eventually to have charge of a sales force disposing of more than \$10,000,000 worth of merchandise yearly.

## H. T. Fleisher

Oak Lane  
Philadelphia, Pa.

If this advertisement does not apply to you, refer it to someone else.

## Do you want distribution

*to candy manufacturers, wholesale grocers, large bakers or ice cream manufacturers in the Middle West?*

In three years we have increased one manufacturer's distribution in this territory 400%. We are interested in building up a clientele of manufacturers of food products wishing permanent representation in this good territory. Merchandising ability and experience make us more than mere brokers. If intending to market a new product or change your present connection, we suggest writing in confidence.

### BRIGGS & BAKER

213 Michigan Street  
Toledo, Ohio

## Unusual Opportunity

### SALARY AND COMMISSION ON BIG BUSINESS

Sales manager required to organize sales force to handle the most attractive SPECIAL EDITION PUBLICITY PROPOSITION (for many years highly successful elsewhere) ever introduced into this country, for which sole rights have recently been acquired. Applicant must be able to show a successful record in special edition or advertising lines; salary and commission on all business; big opportunity for right man. Replies treated confidential.

Address "W," Box 59, Care of Printers' Ink

## Beating the Previous Sales Quota

(Continued from page 6)

in one case were practically taught how to advise the budding wholesaler in such a way as to launch him safely on his new undertaking, and junior salesmen employed by the manufacturer were sent to act for a short period as the jobbers' own employees.

In the case of a line of farm implements the need to speed sales came in the late fall and early winter — just when the farmer has no earthly use for such equipment. Dealers naturally had no desire to stock up. Some couldn't afford to. The manufacturer's own salesmen offered to call on the more prosperous farmers and attempt to sell them. The farmer had plenty of time to talk during that part of the year. He was ready enough to listen. The novelty of the plan enlisted his interest. He was reminded that the purchase of implements then and there was more logical than waiting around for spring when a hundred and one other matters would demand his attention. Sizable sales resulted.

The next step was to remind the dealers that these sales could be as easily made by them as by the manufacturer's salesmen. The implement store was as dead in winter as the farm itself. There was plenty of chance for the dealer to go calling on the farmer rather than wait until spring for the farmer to wake up to his need for new equipment. Where the unit of sale is fairly large, the dealer who sells to the farmer has learned that it often pays to use his spare time in going then and there to farmers instead of taking chances on the farmer coming to him.

In attempting to get a radical increase in volume of business the question often arises, "Is it better to concentrate on live prospective dealers or attempt to build up large customers into larger ones?"

# ANNOUNCING

# JEWELRY

## Merchandising

THE POCKET BOOK OF THE JEWELRY TRADE

A monthly trade-building magazine, covering the entire jewelry trade, with a guaranteed circulation each month exceeding

**21,000' COPIES**

JEWELRY MERCHANDISING will be edited by G. Douglas Wardrop; syndicated by Frank C. Thomas, to the retail jewelry trade through a group of prominent jewelry jobbers.



### *The Editorial Motif*

of JEWELRY MERCHANDISING will be entirely along merchandising lines. Its whole plan is to reflect the very best and most modern practice in merchandising jewelry. Its aim is to help the retail jeweler build his business. How and where and when to advertise, how to trim his windows, how to lay out his store, how to trim and light show cases. The clerk side of the business will be covered monthly with

inspirational stories of many who have graduated from clerks to proprietors, or secured promotion by close attention to business and diligence in thought and action. The entire fact and romance of the ideal retail jewelry business will be mirrored. There will be no convention notes, no personal write-ups, no "free puffs" of either manufacturers or jobbers. JEWELRY MERCHANDISING will be entirely devoted to merchandising jewelry.

Manufacturers whose products are distributed through the retail and jobber jewelry trade will, we believe, find advertising in JEWELRY MERCHANDISING very profitable.

*Published Monthly by*

**JEWELRY MERCHANDISING PUBLISHING CO.**

**342 Madison Avenue, New York**

**G. DOUGLAS WARDROP, President**

*Editor*

**FRANK C. THOMAS, Vice-President**  
*Advertising Manager*

**DAVID MAGOWAN, Secretary**  
*Treasurer*

# Are You Getting Your Share of Business in New England?

Last year, a committee of the National Retail Dry Goods Association requested Dr. O. E. Klingaman of the University of Iowa to make a survey of the retail field to determine the causes of friction and misunderstanding between manufacturers and retailers. Dr. Klingaman's report, based on replies from more than 500 retailers, deals with eighteen major complaints, and it is significant that one of the most frequently stated by dealers was concerned with the shipment of merchandise—"Failure to deliver at appointed time."

Retailers throughout the country are buying smaller quantities of merchandise. Consequently they are ordering more frequently than in previous years. Under these circumstances it is necessary that they demand quick deliveries on their orders.

Manufacturers and jobbers selling in the New England market have few difficulties in making prompt deliveries. The New England territory is closely knit. Cities and towns are not far apart. Railroads cover every marketing and distributing center. Salesmen can cover the states quickly, efficiently and economically—there being no long stop-overs. Jobbers are located in all of the key cities and are in a position to render 24-hour service to retailers.

These factors enhance the value of a market. Your newspaper advertising which backs up your distributors can again be backed by the fact that retailers can order your merchandise and get immediate delivery. A campaign in the Home Daily Newspapers of New England will give you wide coverage of the Market at a comparatively small appropriation.

**NEW BEDFORD, MASS.** STANDARD & MERCURY  
Daily Circulation 32,029 A.B.C.—2c copy  
Population 121,217, with suburbs 160,000

**SALEM, MASS., NEWS**  
Daily Circulation 20,546 P. O.  
Population 43,697, with suburbs 150,000

**SPRINGFIELD, MASS., UNION**  
Daily Circulation 76,463 P. O.—2c copy  
Population 129,563, with suburbs 250,000

**WORCESTER, MASS.** TELEGRAM GAZETTE  
Daily Circulation 78,920 P. O.  
Population 179,754, with suburbs 350,000

**PAWTUCKET, R. I., TIMES**  
Net Paid Circulation 23,911 A. B. C.  
Serves territory of 130,000

**BRIDGEPORT, CT.,** POST TELEGRAM  
Daily Circulation 46,730 A. B. C.  
Population 150,000, with suburbs 220,000

**HARTFORD, CT., TIMES**  
Daily Circulation 45,229 A.B.C.—3c copy  
Population 138,036, with suburbs 373,000

**NEW HAVEN, CT., REGISTER**  
Daily and Sunday Cir. 37,063 P. O.  
Population 165,000, with suburbs 225,000

**NEW LONDON, CT., DAY** (Evening)  
Daily Cir. over 10,829 A. B. C.—3c copy  
Population 25,688, with suburbs 60,000

**PORTLAND, ME., EXPRESS**  
Daily Circulation 27,639 P. O.  
Member A. B. C.  
Population 69,169, with suburbs 75,000

**BROCKTON, MASS., ENTERPRISE**  
Daily Circulation 22,393 P. O.—2c copy  
Population 69,000, with suburbs 100,000

**MERIDEN, CONN., RECORD**  
Net Paid Cir. 7,255 A. B. C.—3c copy  
Population 37,739, with suburbs 60,000

**BURLINGTON, VT., FREE PRESS**  
Daily Circulation 12,230 P. O.  
Population 22,779, with suburbs 40,000

**FITCHBURG, MASS., SENTINEL**  
Net Paid Circulation 10,815 A. B. C.  
Population 41,029, with suburbs 110,000

**LYNN, MASS., ITEM**  
Daily Circulation 16,643 A.B.C.—2c copy  
Population 99,198, with suburbs 125,000

EACH OF THE NEWSPAPERS here named is a power in its home community.



One company which periodical-ly has to provide extra volume on short notice is convinced that it can be secured most readily from two classes of dealers—the live prospect and the possible carload buyer. "New accounts and carloads" is the battle-cry when the call comes to beat the previously set quota. The salesmen make practically no calls on medium quantity customers. This type of dealer is usually the plodder and extra effort in getting him to buy more, rarely seems to pay. Ordinarily, also, his ability to make spurts in his own business is limited. The big dealers on the other hand, become large enough through imagination, daring, and good management. If the manufacturer develops some good schemes for increasing the business of his retailers, it is among his larger dealers that the ideas will be most acceptable. The same scheme taken to live prospects often proves to be the last straw that breaks the back of their resistance.

The manufacturer of a fairly successful food specialty has just increased his distribution by 20 per cent. The product is well enough known to enjoy a fairly large volume of calls. But distribution had reached a plateau. Then an attractive advertising campaign was devised for the newspapers. Generous space was left at the bottom of the larger advertisements, in which he proposed to print the names of the dealers who carried the line. Prospective customers hated to see the advertising go out without their names at the bottom. As a result many signed up when the salesmen showed them the proofs and a list of the dealers' names which were scheduled to appear.

A hurry call for more sales is a great stimulant to productive thinking. Of course I want it understood that it is often advisable to adopt a policy temporarily in order to put over a necessary quota that it would not be well to adopt permanently. Desperate selling measures should not be used in any business all the time.

The City of Portland, together with its immediate trading territory, is one of the best merchandise outlets in the U. S. in proportion to its population.

*In Portland and its immediate trading territory the Evening EXPRESS has, by far, the*

**LARGEST  
CIRCULATION**

**Portland Express**

"The Paper That Goes Home!"

*The Julius Mathews Special Agency  
Boston—New York—Detroit—Chicago*

## SALES LETTERS

will not bring the best results unless they are scientifically written to actually sell

### "THE ART OF WRITING SALES LITERATURE"

By Benson G. H. Durant

will teach you in three lessons how to write sales letters scientifically.

To experienced advertising men this course of instruction has proved extremely useful. To the student who aspires to write, it is indispensable.

Not a lengthy, tiresome study but a crisp interesting treatise based upon the practical experience of a professional letter-writer.

**Total Cost \$5**

And sold on a money-back guarantee if not satisfied after first lesson. Fill in coupon and mail.

Sales Literature Inc.  
161 Water Street, New York

Please send me full information about your letter-writing course.

Name .....

Address .....

# PRINTERS' INK

Registered U. S. Patent Office

A JOURNAL FOR ADVERTISERS  
Founded 1888 by George P. Rowell

PRINTERS' INK PUBLISHING COMPANY  
Publishers.

OFFICE: 185 MADISON AVENUE, NEW YORK CITY. TELEPHONE: ASHLAND 6500. President and Secretary, J. I. ROMER. Vice-President, R. W. LAWRENCE. Treasurer, DAVID MARCUS.

Chicago Office: Illinois Merchants Bank Building, DOUGLAS TAYLOR, Manager.

Atlanta Office: 704 Walton Building, GEO. M. KOHN, Manager.

St. Louis Office: Syndicate Trust Building, A. D. MCKINNEY, Manager.

San Francisco Office: Examiner Building, M. C. MOGENSEN, Manager.

Canadian Office: Lumsden Bldg., Toronto, H. M. TANDY, Manager.

Issued Thursdays. Three dollars a year, \$1.50 for six months. Ten cents a copy. Foreign Postage, \$2.00 per year; Canadian, \$1.00.

Advertising rates: Page, \$100; half page, \$50; quarter page, \$25; one inch, minimum \$7.70. Classified 55 cents a line. Minimum order \$2.75.

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ROBERT W. PALMER, Managing Editor  
JOHN ALLEN MURPHY, Associate Editor  
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Ralph Rockafellow

Chicago: G. A. Nichols  
D. M. Hubbard

London: Thomas Russell

NEW YORK, NOVEMBER 22, 1923

## High Taxes Stifle Business Enterprise

Some 7,000,000 taxpayers have with one voice heartily approved Secretary Mellon's proposal to reduce taxes. No sooner was Mr. Mellon's suggestion made than newspapers began to quote business men, in all parts of the country, as being overwhelmingly in favor of reducing the nation's heavy tax burden. Similar endorsement of the Secretary of the Treasury's plan has come from the man in the street.

After all it is the man in the street, the humble, under-size, weak-eyed consumer that cartoonists are so fond of picturing, who would benefit most from reduced taxes. Our Government's tax law is designed to reach the large-income class, but in this it has not been altogether successful. It is an axiom of economics that

taxes do not remain where they are assessed. The tendency always is to shift them down to the ultimate consumer. Every student of the question knows that capital is sensitive. It seeks an investment where it will be the most free of taxation and other interference. It is for this reason that ever since the Government adopted the surtax and a high income tax schedule, the wealthy have been trying to throw as much of their money into tax exempt securities as they possibly could. Thus did the surtax law automatically defeat its own purpose.

The widespread diversion of the rich man's funds into bonds that are tax exempt has had one effect that has been generally overlooked in the present tax discussion. The heavy demand that exists for these securities has caused municipalities, counties, States and other Governmental bodies to issue bonds with lavish hands. There is a ready market for their securities. This has led our city, county and State governments to become extravagant in their expenditures. Inevitably this has increased local taxes. Today real estate and personal property taxes are from two to six times higher than they were in 1913. These high local taxes hit everybody, whether they be farmers, home owners or merely renters. The owner of a modest home who paid, say \$125 taxes in 1913, may now be paying \$350 annually. His income tax may have jumped from nothing or at least a mere pittance to \$400 or \$500 a year. State income taxes and nuisance taxes may cut another \$200 hole in his yearly income. Altogether \$800 or \$900 of that man's annual income goes into taxes. To that extent is his buying power cut down. Remember we are referring not to the wealthy man, but to salaried, professional and small business men making \$15,000 a year and less. Even the small salaried man is affected in proportion. Every one who rents or buys anything is affected by taxation, even though he may fall

into the lowest income tax brackets.

As to the large-income class, investing in tax exempt securities is not the worst effect of our present tax laws. A still greater economic evil is the loss to business. Business has always been dependent for expansion and development on the funds annually received from moneyed people. As a rule they put their profits and other income back into business. This has been our greatest source of new capital. But in recent years, such investments have not offered much of a temptation. Why should the wealthy assume all the risk and worry of business only to have their profits taxed away should they be successful? The tax exempt security paying 4 per cent to 4½ per cent is far more attractive under present conditions.

If you do not believe that the effect of our tax laws has been to stifle business enterprise ask any banker. He will tell you of case after case where a promising commercial idea has been held up for lack of financial backing. Ask any advertising agent and he will tell you of campaigns being held up because business men are actually afraid to make money. Ask the man who has been looking for a job and he will tell you how often our national tax burden has stood in his way. Senator James Couzens mildly echoes the sentiment of every thinking person when he says that the public (the man in the street or behind the plow) would benefit if the maximum amount of capital could be kept in industry through the reduction of taxes.

### **Plussing the Sale Built Thorley's Fortune**

Plussing the sale, is the simple business principle that built a fortune and won fame for Charles F. Thorley, the noted New York retail florist who died, while returning from the recent Harvard-Princeton football game.

When a boy of only fifteen years, he started in the flower business by renting a stall in

Washington Market. He soon discovered a selling principle that was destined to make him one of the foremost florists in the world. This principle was to plus every sale by giving the customer a little more than he expected. Early in his career, he began tying his flowers with pieces of ribbon. It is said that a bouquet of roses which he arranged for Christine Nilsson for a concert in New York in 1875 was tied in this way and was otherwise arranged so artistically that Gotham society began to flock to him for its floral merchandise.

He is often given credit for introducing the long-stem flower. Previous to his time roses, carnations, etc., were grown on short stems or at least were plucked short. His constant demand for long-stemmed flowers in time had its influence on growers and wholesalers, with the result that the long-stemmed flower became the vogue. He achieved many other triumphs in the arrangement of flowers. He instituted innovation after innovation in the packing and delivering of flowers. The people who patronized him were always delighted to find that he had surprised them with some additional little service that they had no reason to expect. The consequence was that he won quality trade that was glad to pay for super-service.

Of course today most of these ideas are common practice in the trade. But it must be remembered that back in the early 70's when young Thorley adopted them most retailers were still operating under the ancient mercantile principles of barter and haggle.

In this respect, as in every other, we have made vast progress since 1875. Nevertheless the ideas that started Thorley on the road to wealth are as good today as they were a half-century ago. No business man ever lost anything by packing more quality into his service or product than the buyer expects. It is a truism to say that the man who gives more value than the letter of his contract calls for, is not going to have difficulty in getting another contract.

### **Double-Purpose Copy**

A recent article in *Printers' Ink Monthly* recounted the experiences of a number of manufacturers in featuring a group of products in a single advertisement. The net of it was that dozens of our most experienced advertisers have demonstrated that several articles can be advertised in the same piece of copy.

Somehow the view seems to prevail in some quarters that only one idea can be put across in a single advertisement. It is supposed that if the advertisement attempts to promote several ideas or uses or products, confusion results.

With the main contention that it is usually best to concentrate on one theme, we are not disposed to disagree. Emphasis is promoted and the attention of the audience is heightened by discussing one thing at a time. But we contend that this desirable singleness of purpose and unity of appeal can be maintained and at the same time have an advertisement promote more than one idea. If proof were needed to support this statement, plenty of it can be found in the experiences of these group advertisers mentioned in the article to which we have referred. Further evidence may be accumulated from that large class of advertisers who use their copy to promote various uses for their products. These advertisers have found it highly practicable to feature several uses for their products in each advertisement.

One of the most novel applications of the idea that we have recently observed is used by the Esmond Mills. They are advertising that a blanket that furnishes comfort and "luxury by night," can also furnish "beauty by day." The blanket that is purchased to fit the style of bedroom furnishings does not have to be covered up during the day with a spread. It can serve as a spread, itself, during the day and revert to its conventional "use" at night.

We regard this as a good example of how an advertisement can accomplish a double purpose. The utilitarian appeal in this Es-

mond copy is not lessened one iota by the argument for the day "use" for blankets.

### **Value of the Case System**

For its law school Harvard University has doubtless earned its well-merited reputation particularly through its widely known case system.

Last week at the annual convention of the Association of National Advertisers, Professor Melvin T. Copeland, Chief of the Harvard Bureau of Business Research, explained how Harvard is using the case system in its research work on advertising, and other business problems.

As a specific example he took the subject "How to Determine What Method Should Be Used in Paying Salesmen." "It is of no great value," he said, "to have the statistics on the number of companies that are using this method, the number of companies that are using another method, and then to balance the number on this method or that method against the other in order to arrive at a decision. The proper way to do is to assemble the number of cases on the various methods and thus have a picture of all the factors involved before a decision is arrived at."

What Professor Copeland has briefly set forth is in effect the very thing that is offered on distribution, merchandising, sales and advertising subjects to the executive heads of American businesses week after week and month after month in *PRINTERS' INK*. In the *PRINTERS' INK* Publications are assembled the cases and precedents that are being used to guide American business on experiences that have been bought and paid for in all lines of business.

Like Professor Copeland *PRINTERS' INK* knows that when the distributing, merchandising, selling and advertising experiences of the progressive business of this country are presented under a case system, "a radiator manufacturer may be rudely jolted upon discovering that he can learn something from a manufacturing jeweler."

## Newell-Emmett Company

*Incorporated*

*Advertising · Merchandising Counsel*

120 WEST THIRTY-SECOND STREET

*New York*

AN ADVERTISING  
AGENCY FOUNDED  
ON THE IDEA OF  
RENDERING SUPER-  
LATIVE SERVICE TO  
A SMALL NUMBER  
OF ADVERTISERS

### CLIENTS

Liggett & Myers Tobacco Co.  
(*Fatima, Chesterfield and  
Piedmont Cigarettes*)

Johns-Manville Incorporated  
Western Electric Co.  
American Chiclé Company

**"NOT HOW MUCH, BUT HOW WELL"**

NOTE: We are now ready to begin study and plans for one (and only one) additional account. We say "only one" because it is the policy of this agency to undertake the initial study and development of service on only one new account at a time.

Just a Real Good Car

YOU will appreciate the eager first response to a touch of the throttle—you will find riding and driving comfortable on the roughest roads... your economy operating costs will be lower and to the maximum degree increasing mileage, your confidence in the dependability of your Durant will increase... you have safety—value—when you buy your Durant!

The advertising of  
Durant Motors, Inc., is  
handled by H. W. Kastor &  
Sons Advertising Company.

## Keeping in Touch with the Whole Field of Selling and Advertising

The man who formulates sales and advertising policies knows that it is essential for him to keep in touch with what is going on in the whole field of selling. In the PRINTERS' INK Publications he finds just the information he is seeking. PRINTERS' INK investigates the experiences of successful manufacturers and presents the results of its investigations in such a manner that the advertising and sales executive can apply the experiences of others to the conduct of his own business.

Among the readers of PRINTERS' INK will be found the important executives of America's leading advertisers. They are readers because they find in PRINTERS' INK the kind of material that helps them build success for themselves and their companies.

## The Durant Motors, Incorporated individuals who read PRINTERS' INK and PRINTERS' INK MONTHLY:\*

NAME	TITLE	WEEKLY MONTHLY	
		Yes	Yes
W. C. Durant	<i>President</i>	"	"
M. B. Leahy	<i>General Sales Manager</i>	"	"
J. H. Newmark	<i>Manager of Sales Prom.</i>	"	"
M. F. Bradley	<i>Director of Publicity</i>	"	"
R. B. Kayser	<i>Assistant to General Sales Manager</i>	"	"
George Brower	<i>Mgr. Analyzation Div.</i>	"	"
H. C. Tiffany	<i>Sales Prom. Department</i>	"	"
E. E. Garrison	<i>Sales Prom. Department</i>	"	"
C. P. Huntington	<i>Sales Prom. Department</i>	"	"
J. A. Williams	<i>Sales Prom. Department</i>	"	"
D. W. Robinson	<i>Sales Prom. Department</i>	"	"

\*Information furnished by Durant Motors, Inc.

## H. W. Kastor & Sons Advertising Company individuals who are readers of PRINTERS' INK and PRINTERS' INK MONTHLY.\*

NAME	TITLE	WEEKLY MONTHLY	
		Yes	Yes
Louis Kastor	<i>President</i>	"	"
E. H. Kastor	<i>Vice-President</i>	"	"
W. B. Kastor	" "	"	"
R. H. Kastor	" "	"	"
A. G. Kastor	" "	"	"
Fred Kastor	<i>Secretary</i>	"	"
Irving Allen	<i>Vice-Pres. and Gen'l Mgr.</i>	"	"
W. W. Hall	<i>Space</i>	"	"
E. F. Alden	<i>Plans</i>	"	"
E. F. Fitch	<i>Office</i>	"	No
H. Jenkins	<i>Copy</i>	"	Yes
W. R. Greenlee	<i>Production</i>	"	No
T. R. Gowenlock	<i>Plans</i>	"	"
M. Friedman	"	"	"
F. B. McLeary	"	"	Yes
Roy R. Bailey	"	"	"
Glenn W. Hutchinson	<i>St. Louis Manager</i>	"	"
C. F. Pietsch	<i>New York Office</i>	"	"
S. Youngheart	" " "	"	"
W. L. Chesman	" " "	"	"

\*Information furnished by H. W. Kastor & Sons Advertising Company.

# The Little Schoolmaster's Classroom

THE Schoolmaster wants to pay credit to George S. Fowler, advertising manager of Colgate & Company, for his apparent ability to take advantage of every advertising opportunity, and thereby perhaps stimulate other members of the Class in quick thinking on this subject.

At the annual convention of the Associated National Advertisers, held last week at the Westchester-Biltmore in Rye, the Schoolmaster carefully studied the exhibits of a great many national advertisers which had been arranged in the Association's meeting-room. If any of these could be said to be effective advertising to the audience that would look at them, the Schoolmaster feels that he should say that the honor must go to Colgate & Company.

Of the large variety of products that it was possible for Colgate & Company to show an advertising exhibit Mr. Fowler had concentrated alone on Colgate's Rapid Shave Cream.

Of course, being a past president of the Association and having attended any number of its annual meetings, Mr. Fowler knew that he would have a large body of men looking straight at his advertising exhibit while speeches were being made.

There are several other observations the Schoolmaster made at this convention that he would like to offer to the Class:

One of the statements offered by a speaker on the high cost of distribution is that by W. R. Bassett, president, Miller, Franklin, Bassett & Co., who said:

It is often the case that a sales manager will sell 80 per cent of his company's output economically and then in a mad effort immediately to dispose of the remaining 20 per cent will run up expenses so high that the economies gained in the selling of the 80 per cent of the output are wasted

in disposing of the remaining 20 per cent.

\* \* \*

"In a typical department store there are more non-selling persons than there are sales people," according to a statement made by Paul H. Nystrom, director, Retail Research Association, in his address before this association.

"In a highly efficient department store," Mr. Nystrom asserted, "this ratio is two to one, and a sales person gets a salary that is only about one-fourth of the total salary paid all three."

\* \* \*

The Schoolmaster heard department stores mentioned on several other occasions at the convention. Charles J. Crockett, sales and advertising manager of the American Lady Corset Company, in his address referred to research studies made by R. H. Macy & Company of New York. This department store, according to Mr. Crockett, wanted to find the purchasing power of some eight million women engaged in business. "One of its findings on this subject," he said, "was that the woman who makes \$2,000 a year spends more money on her clothes and up-keep than the wife of a man who makes \$10,000 a year."

\* \* \*

Another speaker who drew an example from the department-store field made the statement that the largest department stores in this country have the heaviest advertising expense but they also have the lowest sales cost expense.

\* \* \*

How does a salesman judge the advertising manager of his company? The answer to this question, according to George W. Hopkins, vice-president and sales manager of the Columbia Graphophone Company, in a speech at this convention: "What kind of a catalogue has been sent out?"

"The salesman," Mr. Hopkins says, "reads a catalogue out loud





## Are You Going to Order a Christmas Folder?

**B**BETTER get your artist and printer busy right now if you are. For this delightful personal and business custom of sending out an original Christmas folder or announcement is growing. "Don't wait until it's too late." It takes time to work up something novel.

This year, make it a point to get an estimate on Danish Bond. The quality of this paper will add a touch of distinction to your message—the reasonable price will come as a pleasant surprise when you get the bill.

Write or telephone your regular printer, stationer or lithographer for prices and samples.

# DANISH BOND

ONE OF THE LINE OF PAPERS WATER-MARKED DANISH

*Made in the hills of Berkshire County by the*

B. D. Rising Paper Company



Housatonic, Massachusetts

## AVAILABLE FOR SECRETARIAL WORK

**A Young Woman Who Can Write a Sales Letter**

One who has had nine years business experience in office management, selling and secretarial work. For the past seven years has been with one of the leading firms who make "dealer help" material to manufacturers who are advertisers and advertising agencies. Has excellent knowledge of advertising practices.

Prefer to connect with a firm who deals with manufacturers and advertising agencies as an office manager or private secretary to an executive.

Willing to locate wherever necessary, and, of course, have the best of references.

Address "B," Box 61, care Printers' Ink, Illinois Merchants Bank Building, Chicago, Ill.

## A New York Advertising Man

maintaining his own office, seeks the representation of an Advertising Agency that offers greater facilities than the one he now has. An Agency whose facilities he can use and through which he can place the highest type of business for the representative concerns whose accounts he now controls or is in position to get.

This advertisement is directed only to Agencies of wide experience and responsibility who are qualified to handle diversified accounts, some of which may be technical.

Address, XYZ, Box 58, Printers' Ink

and then wonders how anyone can talk that language."

\* \* \*

It seems to the Schoolmaster that there is a need for a general revision of sales manuals throughout the country if what A. J. Reiss of the Acme White Lead & Color Works said in his address is correct.

Mr. Reiss said that he had made a study of a large number of sales manuals and that from this study he was convinced that practically all of these sales manuals contained too much text about, and too many pictures of, the officers, plants and acreage of the companies concerned, in comparison with the amount of space given to sales questions.

\* \* \*

On a return trip from Philadelphia a short time ago, the Schoolmaster struck up a conversation with a fellow passenger. After a few minutes of pleasant chatter, the stranger inquired, "May I ask what business you are in?"

"My line is advertising" said the Schoolmaster.

"That's a coincidence" put in the stranger. "I'm an architect and just this morning I had an argument with a client about advertising. He said that architects are opposed to advertising. I told him that was a mistaken notion. It is true that we architects, being in an ethics-worshipping profession, do not do much advertising ourselves, but that we profit greatly from the advertising of the manufacturers of building materials and house furnishings. In this respect, we are like dentists. Dentistry has been helped immeasurably by the advertising of dentifrices.

"Manufacturers' advertising enables us to give more time to the purely professional aspect of our work, and it frees us from the necessity of selling the various ideas and materials that we propose. Today, thanks to advertising, we are dealing with an educated clientele. Clients who come to us usually know exactly what they want. Their minds are already made up as to whether they want a regular Colonial,

# Multicolor Press

## Simple to Install Easy to Run and Wholly Adequate



Write  
for  
Free  
Book

The Multicolor Press is all this—and more. It is not only a complete printing plant, sufficient for all office and factory needs, but it is a big factor for general efficiency, because it gets things done—well and quick!

With a Multicolor Press no department is held up for lack of printed matter. You are always sure of office forms as well as good follow-up literature. Results are up to standard, and costs are cut in half.

On form letters, the Multicolor Press prints letterhead, body and signature, 3 different colors at one impression. Uses standard foundry type and regular flat cuts—zincs, halftones or electrotypes. Easily installed and can be operated by one of your employes.

Write for the Free Book; we will be glad to send samples, too.

**LISENBY MANUFACTURING CO.**  
225 No. Michigan Blvd. Chicago, Ill.

**LITHO SALESMAN AVAILABLE**

A successful lithographic salesman, now employed, desires to make connection with a first-class concern as branch manager or salesman. Has had sixteen years' unusual experience in all branches of the lithograph business. Married. Prefers connection with a company that is equipped to handle high-class window display material, posters and direct-by-mail campaigns. Address "A," Box 60, P. I., Illinois Merchants Bank Bldg., Chicago.

**W. I. HUGHES**

*Circulation and Promotion Service*

1808 Tribune Bldg.

Beckman 4987

- Publicity Man
- Lecturer
- Business Propagandist
- Public Relations Man

Now and for number of years past with one of largest corporations in country; seeks new connection Jan. 1, 1924. Address "B," Box 55, care of Printers' Ink.

**WANTED**

**G. P. Rowell's "Forty Years  
an Advertising Agent"**

*Name your price and condition of book*

**H. E. Stephenson**

475 Phillips Square, Montreal, Canada

**Advertising Manager**

ten years' experience in the following businesses: check writers, printing, automobile tires, securities, chain grocery, industrial construction, home-study courses. My work mainly in the capacity of advertising manager, has included: research, planning, copy writing, layout and all details of reproduction and printing. I have also edited several types of house organs and prepared various kinds of sales promotion. My experience has been acquired under very special conditions and not through job jumping. Every connection is a reference. I am especially fitted to take hold of a job that requires thoroughness, creative planning and hard work. I write simply, to the point and convincingly. I am 32 years old, married, and of English descent. Salary at start \$100. "C," Box 62, care of Printers' Ink.

Dutch Colonial, Spanish Mission, or modified Italian type of architecture. They know the kind of material they want, whether it be shingles, clapboards, brick or cement. They are well informed as to the various kinds of roofing. They usually know what they want on the inside of the house.

"You can appreciate how this saves the architect's time. In the old days, we usually had to spend hours and sometimes whole days trying to get clients to decide as to the type of house they wanted. We had to go through the same process of indecision with regard to every single feature of the house. Then after the house was finished, the client or his wife usually found something missing. For instance, there would be no breakfast room, although our clients may have set their hearts on one. Perhaps there would be no space for a breakfast room in the small kind of house decided on, but even if there would be space the architect simply could not guess at all the things that the client might want. Also before advertising there was constant dissatisfaction with installations that we recommended. We would have a hot water plant in our plans and after it was installed and in use, the client would wish he had steam or some other type of heating system. The architect was blamed.

"Of course we still have some of this trouble, but it is not nearly so bad as it used to be. An educated client with decided and intelligent preferences is an easy client for an architect to work with.

"You might say that dealing with such well-informed clients detracts from the importance of the architect in the transaction. But that isn't true. Our job is to conceive a design, to draw the plans and, in most cases, to supervise the building. The fact that

**"GIBBONS Knows CANADA"**

TORONTO

MONTREAL

WINNIPEG

## Some Would Call This Man a Find

A principal of an agency finds it necessary for good personal reasons to form a new connection as an executive in a good organization. Experience, more than twenty years in the best agencies in the country. Knows, through and through, the machinery of large and small offices. His specialty is getting things done with despatch and without noise, friction nor high costs.

Those who know him say that he is a good business man with perception and judgment which command reliance; that his advertising and selling knowledge is wide and deep and his use and expression of it clear and logical; that his percentage of errors is small and his grasp of situations is quick and thorough.

To an agency he can bring an ability gained in previous contacts which fits him to operate as general manager, manager of production, director of art or copy departments, or service executive. He is not a solicitor.

To a manufacturing institution he can bring a wide knowledge of markets and of human nature; the ability to organize and co-ordinate ravelled elements of a business—and a decided flair for directing the creation and operation of advertising and selling campaigns.

Creative minded; a reader, analyst and investigator with a wide general knowledge. A world traveler in young manhood and at home in nearly all principal cities of the United States. Quick on his feet, mentally and physically; wiry, muscular and in good health. Native American, married, gentile, forty-five and at his best in every way.

Has been compensated in five figures, but is as much interested in congenial association as in the bulk of the paycheck. He wants to occupy a new chair by January first, though if it is urgent he can arrange his affairs before that date. The courtesy of correspondence with principals will be duly appreciated.

*Executive*  
*Box 54, Printers' Ink*  
*185 Madison Avenue, New York City*

A. B. C. Est. 1873

## American Lumberman

CHICAGO

Reaches buyers for 10,000 lumber yards and manufacturers of 85% of the lumber manufactured in U. S. A.

**The Oil Industry**  
You can cover this important field thoroughly and inexpensively with

### PETROLEUM AGE

This old and influential A.B.C. semi-monthly gained over 41% in circulation the first half of 1923. Producers, refiners and marketers all prefer it.

Main Office: 28 E. Jackson, Chicago  
Eastern Office: 56 W. 45th St., N. Y. City

### THE HOTEL BULLETIN

A monthly hotel magazine with a national distribution.

Purchasing power of readers is many millions.

Best producer in the hotel field. Agency business solicited.

BEN. P. BRANHAM, Editor  
951-957 Insurance Exch., Chicago



### HOW TO EXPORT

A weekly magazine describing foreign advertising, shipping and financing methods used by successful American export manufacturers.

#### EXPORT TRADE AND FINANCE

282 Broadway New York City  
Send \$1.00 for subscription to next 12 issues

### EVENING HERALD

Los Angeles, Cal.

#### Gains 20,347 Daily

Average Circulation

Sworn Government Statement, Six Months Ending

March 31, 1923.....166,300 daily

Six Months Ending Sept.

30, 1922.....145,953 daily

Increase in Daily Average

Circulation.....20,347

#### It Covers the Field Completely

##### Representatives:

H. W. Maloney, 604 Times Bldg., New York

G. Logan Payne Co., 401 Tower Bldg.,

6 No. Michigan Ave., Chicago

A. J. Norris Hill, 710 Hearst Bldg.,

San Francisco, Cal.

our client is able to co-operate with us intelligently in this work, in no sense lessens our professional knowledge or makes our services less necessary. In fact since building materials have become so extensively advertised, architects are designing a larger percentage of buildings than ever before."

\* \* \*

Those two New England manufacturers who broke off their luncheon conversation so abruptly in the Schoolmaster's column of November 8, went back to their offices determined to find a solution of the side-line habit of their salesmen. As you will remember, they sold non-competing products to the same class of retailers. One was an advertiser and one was not.

Big sales on one manufacturer's product came in the late spring and early summer, the other's peak was from October to January. Later in the week one manufacturer made a suggestion. He said:

"My sales force of twenty-two men is really busy only about half the year as yours is. That's one reason the side-line habit has grown. Let's each of us furnish the side-line for the other." From this crude suggestion a plan was worked out and tried. Its initial success brought about the next step.

The non-advertising manufacturer found that his own men could sell his friend's advertised line with less trouble than they could sell their own. He, therefore, started an advertising campaign also, and since his sales force carried his friend's line in their off-season, the advertising was made to resemble his in illustration, layout and text.

At the end of the year a joint sales convention of both sales forces is to be held, so that ideas can be exchanged and further ideas in window displays and other plans of mutual co-operation can be worked out.

It is somewhat too early to predict that the plan will be the unqualified success the two manufacturers seem to consider it now.

But the unusual plan which came from a chance luncheon conversation has interesting possibilities. Instead of a "seasonal" concern being obliged to add to its family of products in order to keep its sales force busy the year round, it may become the custom for a maker of earmuffs or oil stoves to look up a friendly manufacturer of electric fans or sunburn remedies so that side-lines may be furnished and controlled by the manufacturer interested.

### John Starbuck Joins Creske-Everett

John Starbuck, formerly with the Fairchild Publications, New York, has joined the staff of Creske-Everett, Inc., New York advertising agency, as merchandise manager of men's apparel. More recently he was with the New York Morning Telegraph as advertising manager.

### Pointeel Hosiery to Be in New Campaign

A campaign on Pointeel hosiery will be started in the December issues of Canadian magazines by Hosiers, Ltd., Woodstock, Ont. Double spreads in four colors will be used. The Federal Advertising Agency, Ltd., London, Ont., will direct this campaign.

### American Sales Book Company Plans 1924 Campaign

The American Sales Book Company, Elmira, N. Y., will use general magazines, business publications and direct mail in its 1924 advertising campaign. The advertising of this company is directed by the M. P. Gould Company, New York advertising agency.

## You need this lettering device

—if you make layouts and dummies or if you use, or would like to use, Hand Lettering. The headlines above and below were lettered by a novice without training or ability.

### The VIZAGRAPH

is not a rubber stamp, stencil or photographic process. It is a practical device that does perfect Hand Lettering in many styles and sizes. It is in constant use by Advertising Agencies, Art Services, Publishers, Engravers, Printers and Advertising Managers. Its cost is moderate and it quickly pays for itself in time and money saved and in improved work.

Send for illustrated booklet containing samples of VIZAGRAPH Work.

**VIZAGRAPH Company**  
949 Broadway, New York City

### USE

### An S. & M. Mailing List

Compiled for your individual requirements.

Send for Mailing List Data Sheet

**SAMPSON & MURDOCK COMPANY**  
247 Summer Street Boston

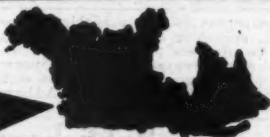


## Howell Cuts

for house organs  
direct mail and  
other advertising

ask for proofs  
Charles E. Howell • Fifth Building • New York

# CANADIAN ADVERTISING



CALL IN

## SMITH, DENNE & MOORE

LIMITED

TORONTO • Lumsden Bldg... MONTREAL • 275 Craig St. W



# Classified Advertisements

First Forms Close Friday Noon; Final Closing Monday Morning

## BUSINESS OPPORTUNITIES

### Printing Machinery and Supplies

New or Pre-Used  
**Printers' Complete Outfitters**  
 Conner, Fendler & Co., New York City

**PERIODICALS, HOUSE ORGANS, CATALOGS, etc.**—First-class work; All service; prices reasonable. Doing printing of this nature, but can take on more. City advantages, country prices. 67 miles from New York. Stryker Press, Washington, N. J. Phone 100.

We are desirous of securing verses for Christmas, Valentine and Easter cards, also General Greetings. Good price paid for accepted verses. Quality Art Novelty Co., Inc., 18 W. 18th St., N. Y.

**SURELY YOU'VE HEARD OF THE LETTERS AND SELLING COPY WRITTEN BY THE FOLKS ON GOSPEL HILL, IN MARION, OHIO?**

**TRADE PAPER WANTED**—The advertiser is seeking to purchase a trade paper published in New York or that can be published from New York. Give complete information. Box 384, P. I.

### DO YOU WANT NEWS FROM Los Angeles?

Trade and class publications are invited to send for references as to ability, etc. Address Box 393, Printers' Ink.

**Well-equipped advertising agency, New York City**, with full recognition and good credit standing now has desk for man with accounts. Liberal arrangement, congenial associates. Box L 415, P. I.

### YOUR OWN AGENCY

Exceptional opportunity for experienced advertising man to operate New York branch of a European agency. Nominal investment required. Communicate Confidential, Box 392, Printers' Ink.

**SPECIAL REPRESENTATIVES** required in the following cities: Boston, Philadelphia, Chicago, Cleveland, Minneapolis. Liberal commission. Give details. Space Buyer's Diary & Market Analyst, 427 West 42nd Street, New York City.

**A prosperous \$50,000 publishing corporation**, publishing books, a trade weekly and has its own printing plant, wants as vice-president and general manager with advertising experience, a man with \$10,000 to \$15,000 to invest. Address "National," Box 399, Printers' Ink.

## Western Publishers

seeking advertising representative for New York and the East for a magazine in good standing can connect with well-known representative who is successfully selling the Western territory to Eastern national advertisers and agencies. Address Box 385, Printers' Ink.

## WE CONNECT THE WIRES

**PHOTO-ENGRAVING PLANT OFFERS** unusual opportunity for experienced man with \$10,000 for half interest; last year's earnings over \$11,000; continuous business assured by standing contract with strong New England concerns; bigger opening elsewhere influences partner to sell at sacrifice if purchaser suits; generous terms; reply immediately, mentioning our No. 12,194.

**FERNALD'S EXCHANGE, INC.**  
 THIRD NAT'L BLD'G., SPRINGFIELD, MASS.

## Printers' Ink, 1914-1921

Complete, like new. Offers to Box 395, Printers' Ink.

**Publication Printing Plant for Sale**  
 An exceptional offer. \$30,000, quarter cash, balance in trade. Inventory \$45,000. Has five Miehle presses, Linotypes, modern composing room. Producing five publications. 75% of bills in cash, 25% credited to purchase price. Opportunity to procure \$45,000 plant on investment of \$7,500. Opening for two practical men. "Broadway," Box 386, P. I.

## HELP WANTED

**Wanted**—A man to cover the South with the highest class line of French kid gloves. None but a topnotch man will be considered. F. Fitz Gibbon & Co., 114 East 23rd Street, New York, N. Y.

### Foreign Advertising Manager

**WANTED:** Man who has advertising sense, driving power, personality and letter-writing ability to take charge of the foreign advertising department of a group of daily and Sunday newspapers. Good opportunity for one of capacity. Both agency and newspaper experience would count. Box 398, Printers' Ink.

## Field Manager

A man who has had experience in the appointment of brokers—ability to handle the wholesale grocery trade and above all a record as a salesman. He must be free to travel extensively, for the territory comprises the eastern half of the States. The company is the leader in its field, packing a quality product, and the organization is growing with plenty of room for advancement. If you can qualify write us fully regarding your past experience, age and salary expected. All information will be held as strictly confidential. Box 388, P. I.



**AGENCY PARTNER WITH MONEY AND ABILITY TO SECURE BUSINESS WANTED BY PROGRESSIVE YOUNG NEW YORK AGENCY.** BOX 412, PRINTERS' INK.

**Publishers' Advertising Representative** wanted in New England, Middle and Southern Atlantic and Western States for AMERICA'S FASTEST GROWING MAGAZINE. Send for sample copy, rate card and full particulars. G. J. Houtain, 1465 Broadway, N. Y. C.

#### BUSINESS REPORTER

Three openings for men with newspaper experience to act as field representatives for national trade association. No selling. Men will report on business conditions and work with local chambers of commerce. State age, experience and salary expected. Box 401, Printers' Ink.

#### CIRCULATION—SUBSCRIPTION

A publishing house with two excellent publications has an opening for a man to take charge of the Subscription Department. He must know the routine of entering subscriptions, billing, handling records in accordance with A. B. C. requirements. He must be an apt correspondent. He should have a bent for becoming a producer of subscriptions, through managing canvassers and through direct-mail. This is a real opportunity with a progressive house. He will be assistant to the Circulation Manager. The location is New York. Inquiries will be held confidential. Box 387, P. I.

#### POSITIONS WANTED

High school graduate, knows fundamentals of advertising. Willing to do any detail work in agency where he can expand to become copy man. Box 390, Printers' Ink.

Chicago newspaper man wishes to represent Eastern paper with live news or advertising solicitation. 10 years' experience in financial field. Box 410, Printers' Ink, Chicago Office.

#### EXECUTIVE

Young man. Gets things done. Sales, advertising, correspondence, purchasing, supervision. Address Box 403, care of Printers' Ink.

Advertising man wishes to affiliate with Eastern daily newspaper or trade paper. Broad acquaintanceship in Chicago. 12 years' experience in advertising. Box 411, Printers' Ink, Chicago Office.

### N. Y. Copy Writer

Successful free-lance, formerly agency copy chief, has time for one more client. Box 389, Printers' Ink.

### Stenographer-Secretary

Five years' advertising and commercial experience. Christian. Age 25. Salary \$30. Box 400, Printers' Ink.

### About That Silk Underwear

I can not sell silk underwear to the Eskimos; in other words, I am not a "miracle man." In my ten years' selling, sales executive and advertising experience, I have a record as a business builder in highly competitive lines. My present job is sales and adv. manager in a limited field. I want a chance in some larger field. Box 396, Printers' Ink.

**Advertising Assistant**—Young man, 26, 3½ years' university training in advertising; has stenography; can write copy. Desires connection agency or advertising department leading to "copy." Box 408, Printers' Ink.

**MAIL ORDER FOLLOW-UP SPECIALIST** offers part time to manufacturers and jobbers. Abundant ideas for selling. 12 years' experience in diversified lines. Modest compensation. Box 383, Printers' Ink.

**Artist** looking for an organization where he can direct and execute their art work. Experienced in all mediums. Black and white or color. Figure, design and layout. Knows photo-engraving process and type. Box 406, Printers' Ink.

#### EXPERIENCED ADVERTISING SALES MANAGER

Expert on sales promotion and direct-mail follow-up offers complete personal part-time service to wholesale and retail advertisers. Highest credentials. Box 405, P. I.

### All Around Man

Agency Production—lithography, labels and folding boxes. Five years' experience. Excellent correspondent. Considerable knowledge of selling. Now at peak of present position, must advance. Box 394, P. I.

**\$3,600 salary PLUS opportunity** secures well-rounded advertising expert, formerly advertising manager, agency executive, sales manager. Copy, layouts, production; college graduate; references convincing. Box 402, Printers' Ink.

Young woman with expert knowledge of domestic science seeks connection with agency or manufacturer. Writes forceful copy, stimulating sales letters and has perfect knowledge of approach for women through printed message. Ready for an immediate engagement. Can supply excellent references. Box 391, Printers' Ink.

**Art Director** and practical artist. Eleven years' experience production and reproduction of advertising ideas for all purposes. Will connect with live New York concern. Box 404, Printers' Ink.

Young woman, successful sales and general office correspondent, some advertising experience also, wants responsible position. A1 secretary-stenographer. Can go anywhere. Box 397, Printers' Ink.

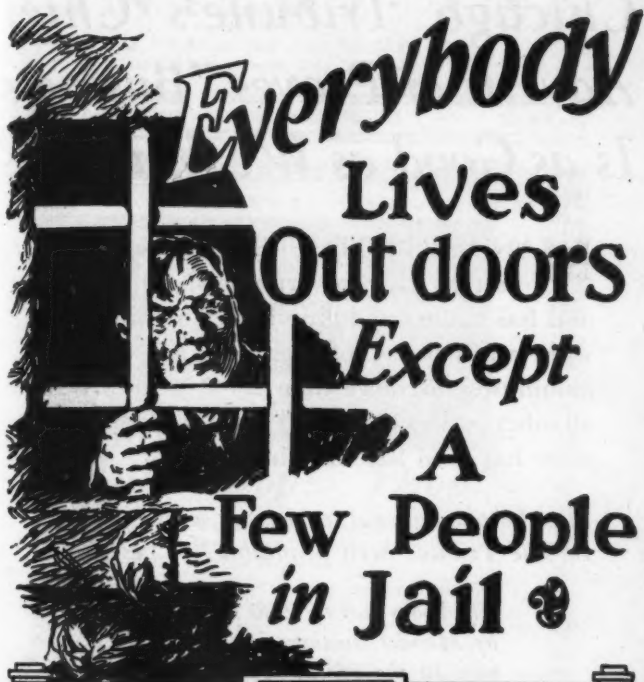
#### ADVERTISING AND SALES PROMOTION MAN

More than 10 years' experience in all phases of advertising from ground up; sold art, engraving, paper, space and agency service; copy and contact man for leading technical publication; advertising manager for a paper house and later for a large international advertiser. Capable of planning campaigns and carrying them to a successful conclusion. Age 35, married, with family; Christian. Highest credentials. Box 407, P. I.

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## OUTDOOR ADVERTISING

Reaches the Greatest Number  
of People for the *Least* Amount  
of Money

Thos. G. Sack Co.

# Chicago Tribune's Chief Advertiser Proves "Business Is as Good as We Make It"

**M**ANDEL BROTHERS was the largest user of Chicago Tribune space in 1922 and has maintained this leadership in 1923 with an increase of copy in ten months amounting to more than 100,000 lines. In all other papers combined this big department store has used less than in 1922.

*Has the phenomenal increase in selling pressure in The Tribune been profitable? Yes!*

*The boom year of 1920 was beaten by Mandel Brothers in 1922 and now in the fall of 1923 sales are running 25% ahead of 1922.*

If one store can profitably spend hundreds of thousands of dollars a year for the selling influence of this powerful newspaper, what are the possibilities for the product sold through thousands of stores in this territory?

Write for The Tribune's five pages: "Business Is as Good as We Make It."

## The Chicago Tribune

THE WORLD'S GREATEST NEWSPAPER